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MANAGE

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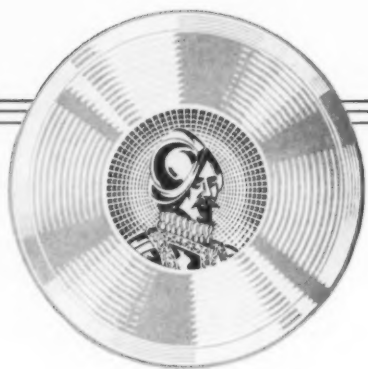
JAN 19 1951



TO WHOM PRINCIPLES ARE IMPORTANT: Works Manager A. R. Kessell of Joy Manufacturing's Michigan City (Indiana) plant. His ardent interest contributes to a higher level of foremanship. (See Page 34.)

JANUARY 1951

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Calendar

1951	
Jan. 15	Plant Maintenance Show and Conference Cleveland
Jan. 23	NAF Indoctrination Seminar for -24 New Directors Dayton
Jan. 25	NAF Board Meeting -27 Dayton
Jan. 26	2nd Annual Mgt. Conf. by WPAC- NAF & Robert Morris School Pittsburgh
Feb. 1	Natl. Industrial Exposition & Conference, -2-3 Long Beach Municipal Auditorium, Long Beach, Calif.
Feb. 1	Annual Management Conference, -2 Chgo. Campus, Northwestern Univ. Chicago
Feb. 5	NAF Seminar -9 Dayton
Feb. 17	2nd Annual Management Forum, Kellogg Auditorium, Battle Creek, Michigan
Mar. 3	NAF Bowling Classic, Hagerty -4 Bowling Center Toledo
Mar. 10	Annual Northwest Management Conference Portland
Mar. 15	Amer. Society of Training Directors Convention -17 Philadelphia
Mar. 31	Greater N. Y. NAF Area Conf. New York City, Hotel New Yorker
Apr. 30	4th Natl. Materials Handling Exhibition, May 4 position, International Amphitheatre Chicago
May 24	NAF Board Meeting -26 Fort Worth
Sept. 26	NAF CONVENTION -29 CHICAGO

Vol. III, No. 5

MANAGE

(Reg. U. S. Pat. Off.)

January 1951

Presents:

Rejects (Quality Control) by James Rayer	7
Overtime (Washington Checks Foremen Pay) by R. D. Stevens	8
The Kremlin Might Be Right (Economics) by Clark & Rimanoczy	10
Attaining Professional Stature by Robert A. Huston	11
Your Reaction To Spinach . . . (Thurston Personality Test)	12
Production's Man of the Hour	13
Joe Hires His Supervisor by E. S. Maclin	15

Economics by Clark & Rimanoczy	10
Human Relations by Levy	19
Employment Relations by McKeand	6
Personnel Techniques by Landis	18
Washington by Jeffrey	4
Spot News	5
"Better America" Series	35
Calendar	3
Editorials	17
The Foreman Market	31
Safety Salon	30
Management News	21
Who's Doing What	16
Tips . . . for Management	27



Williams



McKeand



Lerda



Clark

CONTRIBUTING EDITORS

. . . giving generously of their time toward better teamwork and performance by all ranks of management . . . for a stronger American system.



Landis



Rimanoczy



Jeffrey

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The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.

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By H. W. HEINRICH

Assistant Superintendent Engineering and Inspection
Division — The Travelers Insurance Company

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- the five steps in the ladder of accident prevention (Chapter 1)
- the case examples of hidden costs of accidents (Page 53)
- how to gain support of personnel for the safety program (Chapter 3)
- reasons for unsafe acts and indicated remedies (Page 150)
- gives a simple four step formula for controlling personal performance (Chapter 17)
- psychological causes of accidents to groups (Page 332)
- the 8 rules for reducing fatigue (Page 343)

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We Look At

WASHINGTON

Edited By
Harry P. Jeffrey

Foreign Affairs

THE war and foreign affairs are likely to color all acts of the new Congress which will convene on January 1. This has been true in the recent emergency session of the old Congress. Determination of foreign policy is both the most important problem and likewise the one which will influence to some degree all other actions.

It may be taken for granted that the size of our own armed forces will be increased materially, and it is to be hoped rapidly. This means that production of war material, supplies and munitions must be stepped up accordingly. Apparently members of both parties of all shades of opinion agree on this.

The question is to what extent men, material and money will be sent abroad. This is not and should not be made a partisan political problem. It may generate considerable heat, but will provide little light on the situation to indulge in name-calling such as "isolationist" and "interventionist." The speech of former President Herbert Hoover made in December highlights the difference of opinion.

At this writing the administration is committed by agreements abroad to send more men and supplies to Europe. The extent to which this may be done is likely to be a compromise between the two views. The degree of assistance to Europe is also likely to be affected by the extent to which the Western European powers prepare themselves for attack in terms of men under arms and war material.

Wage and Price Control

AS usual we are backing into wage and price control rather than facing the problem squarely. At the time of this writing the administration has rolled back prices in one industry and has asked for voluntary maintenance of prices in others. This is true in spite of the fact that many industries in November and December raised the price of their products, while almost without exception labor unions sought and obtained wage increases even though union contracts had not expired and with the full cooperation of employers. These practices demonstrate that all segments of our economy are attempting to grab as much as possible for a selfish temporary advantage, even though such action inevitably contributes to the vicious

cycle of further inflation.

At some point the administration will have to face the problem if runaway inflation is to be halted. The real root of the problem is the supply of money in circulation, and the administration has made little effort to control this essential factor.

Politics As Usual

IN December Secretary of Labor Tobin appeared before a House Ways and Means Subcommittee and urged the adoption of an administration bill to greatly expand federal standards and control over state unemployment compensation systems. He urged Congress to fix minimum benefit standards at 50% to 70% of wages, and to require states to provide a maximum of at least 26 weeks of unemployment compensation benefits in order to be eligible for federal assistance. In effect this would federalize unemployment compensation. It is concrete evidence that the Truman administration will not relax its drive for its welfare programs even during the war emergency.

That we are at war now was well stated by Democratic Senator Lynden Johnson, chairman of the Senate Armed Services Preparedness Subcommittee. Said Sen. Johnson:

"We are not getting ready for war. We are in a war, but all our effort is seemingly directed toward staying out of the war we are in already. This is adolescent nonsense."

Taft-Hartley Act

DESPITE conciliatory gestures by Emil Rieve, president of TWU-ACIO, the recent annual convention of the CIO unions went on record as favoring outright repeal rather than modification of the Taft-Hartley Act. Administration spokesmen are quoted as supporting this stand. Nevertheless, some behind-the-scenes overtures have been made by some highly placed union leaders to have the new Congress consider the bill passed by the Senate at the first session of the 81st Congress which was known as the Taft Substitute. It contained 24 substantial changes in the Act, most of which were favorable to organized labor, but at that time union labor leaders would have none of it. In view of the recent elections, a realistic appraisal of the present make-up of Congress shows that outright repeal is

(Turn to Page 16)

Spot News

PHILADELPHIA'S Mayor Bernard Samuel turned the "first spadeful" at ceremonies the last of November marking beginning of \$5,000,000 plant expansion program at *Electric Storage Battery's* Crescentville operation.

A critical call for engineers to do experimental work on aircraft and aircraft equipment has been issued by officials of *Air Materiel Command* at Wright-Patterson Air Force Base, Dayton, O. Applicants (with experience) are urged to contact "Civilian Personnel Divn.," Headquarters Air Materiel Command, at above base.

American Brake Shoe Company's directors in December declared a common stock dividend of 10% (rate of one share for each ten common shares held) in addition to a cash dividend of 50c and a special year-end cash dividend of \$1 per share on common (to stockholders of record close of Dec. 19 business). This is in addition to usual quarterly \$1 per share on 4% cumulative preferred.

Ternstedt Division of *General Motors* has been awarded an initial defense contract for fire control instruments. Will require some 1500 to 2000 hourly and salaried employees (mostly new). Work will be done at Detroit Transmission Divn. plant of GM on Plymouth Road near Middle Belt Road.

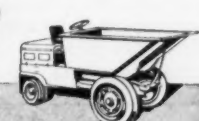
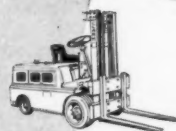
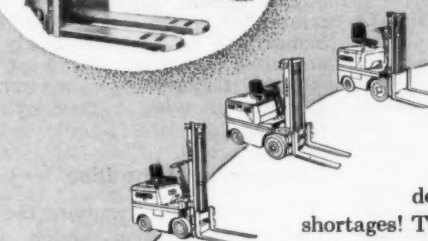
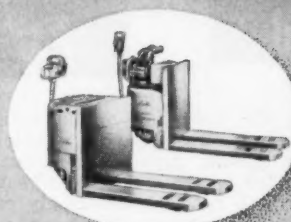
Atlantic Steel Company, Atlanta, Ga., is launching a three-year expansion program that will increase its capacity 50 per cent and double its rolled products output.

Sixteen chapters of *American Material Handling Society* plan program for Materials Handling Conference to be held concurrently with Material Handling Exposition in Chicago, April 30-May 4. Chapters in Boston, Buffalo, Chicago, Cleveland, Detroit, Houston, Indianapolis, Los Angeles, Louisville, New York, North Texas, Pittsburgh, Syracuse, Toledo, Western Michigan, plan to participate.

Establishment of an Institute of Industrial Health at the University of Michigan by *General Motors* is another evidence of the interest of industry in the well-being of employees. Institute will be an integral factor of the Michigan Memorial-Phoenix Project, the University's broad program designed to enhance its ability to contribute to human welfare in the atomic age. It will carry on research, promote educational programs and render service which will be beneficial to workers everywhere.

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Employment Relations

Edited By

Charles A. McKeand



Unions Still Rationalizing The Election

WILLIAM GREEN of AFL, George Harrison, the Railway Clerks, Jack C. Kroll, Political CIO Action Committee, Joe Keenan, AFL leader for Political Education and James Carey, Secretary-Treasurer CIO, and others have been busy since November 7 explaining and rationalizing themselves out of the failure to deliver the union vote. Yet historically through the long years, it has been proven that American people do not vote by block, union or otherwise.

The CIO policy statement from its Chicago convention goes all out for making the Taft-Hartley Act the rallying point for 1952. There is also the promise for all out CIO support for the entire Truman Fair Deal program in the coming 82nd Congress.

Instead of saying that they stand four square behind our country in an international crisis—that labor will sacrifice and take its share of the burden—the union leaders still drum for grandiose and felicitous ideas—that American business makes such enormous profits that it can afford, through the tax route, to pay for all these schemes and at the same time continue to raise wages. Yet the other 45 million Americans, who make up the work force, and who do not carry union cards as a condition of employment, will assume their share in good spirit. Very little has come from any union meetings in the way of statements to the effect that unions will help increase the productivity of goods and services, thus making it possible to lower the cost to the public, union members included.

In the desperate hours and days

ahead, the American public, meeting sacrifice of longer work, shrinking buying power, plus worry over the fate of the young manhood from their homes, will not look too kindly on an organized block of the work force, which in fact says "give me mine" regardless of how it may effect the economy.

Chrysler Falls In Line

AS this is being written, the Chrysler Corporation enters into a quickly negotiated pact with the CIO Auto Workers, by which it hopes to have peace for five years, thus joining the growing ranks of companies that have chosen to establish their wage policy based on the consumer's price index, plus an annual increase based on "increase in productivity." Now some four million American workmen find their pay definitely tied to this index. There is danger in the fact that the Bureau of Labor Statistics, a division of the U. S. Department of Labor, operates under an administration which is admittedly pro-labor. Great influence may be brought to bear for constant readjustment of the measures used in the consumer's price index. This could prove to be an added impetus to inflation.

Pending Stabilization

AS this is written, news dispatches advise that the President and his advisors are giving serious consideration to the declaration of national emergency, thus empowering him to invoke drastic controls. In all probability before this is published such a move will have been made, and all American citizens will be faced with the ominous gloom of a controlled economy. Union forces, in a powerful position with the administration, will do everything they can to prevent an all-out stabilization, claiming that controls are needed on prices but that wages must continue to rise.

If we have all-out controls of both wages and prices, every supervisor in American business will be faced with the problem of a dissatisfaction, real or fictitious, on the part of the members of his work force, who feel that there should be constant increase in wages. There will be drifting from one job to another on the part of many seeking jobs that will give them more income. Many of us will remember the problems under wage and salary stabilization of the last war. Since that

time our work force has expanded, our armed forces will probably be larger in this emergency than in the last war, and we will face definite manpower shortages which will complicate the problems under wage and salary stabilization.

This is the time for all companies to look to their wage and salary structures, and the policies of wage and salary administration. Plans established now providing for merit increases and methods of promotion and wage increases, based on sound practices, will help solve many of the complicated problems which will occur.

Already the wage stabilization board has been appointed with three public, three management and three union representatives. For the public they are Cyrus S. Ching, chairman-director, U. S. Conciliation Service, with a long background of business experience; John T. Dunlop, Harvard University, and Clark Kerr, University of California, both reputed to be fair minded on such matters. For industry: Reuben B. Robertson, Jr., president, Champion Paper Company; J. Ward Keener, vice president, B. F. Goodrich Co.; Henry B. Arthur, economist, Swift & Co. For unions: Emil Rieve, president, Textile Works, CIO; Harry C. Bates, president, Bricklayers, AFL; and Elmer E. Walker, vice president, Machinists Union. Undoubtedly the Board will operate on a regional basis with Boards in each region for handling of local and area problems.

Once again may we urge the importance to companies, particularly the smaller ones, in taking time by the forelock and establishing sound wage and salary administration policies now.

Undoubtedly the big steel settlement of 11 per cent will prove to be the formula for settling wage increases for this emergency, as was the "little steel formula" the basis of settlements during World War II. Just what position the new stabilization board will take on costs of living and productivity escalators, no one knows at this time. But one thing is certain, they do insure a slow but steady inflation.

Power Of States In Jeopardy

THE power of State Courts to issue injunctions in union disputes may be greatly weakened by the Supreme Court's decision in the case of CIO Auto Workers vs. O'Brien, in which the Court held that a Michigan statute requiring a secret strike vote within 20 days after a Federal mediation and before a strike was called is unlawful because the Taft-Hartley Act legislates regarding strikes, and that Congress, by having passed the A. has assumed the position of occupying the field in this type of a situation and thus closed the field to state regulation.

A Federal district judge in Maine cites the O'Brien decision, when he closed the door to state relief in a
(Turn to Page 27)

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REJECTS . . .

*Blame the operator!
Blame inspection!
Blame anyone -- even the gremlins!*

Yet a noted authority claims that between 40 and 75 per cent of all rejects are the fault of management (meaning supervision).

ONE of the first requisites of most any system is to understand it. Foremen, and in fact all supervision, should be acquainted with the basic principles of statistical Quality Control. That includes Sales and Purchasing, as well as Production supervision.

Foremen should understand methods of analyzing, the difference between natural and unnatural variation, how to interpret the control chart.

These control charts are not at all difficult to understand. The interpretations do not require the services of an expert, as you might have read in a recent advertisement in one of the trade magazines.

A control chart is just as easy to read as the box scores on the sports page. In fact, you can more accurately predict the quality of your product from these charts than you can predict the destiny of the Detroit Tigers from the baseball data.

How QC Charts Work For Foremen

The control chart will point out many things to the foreman. It tells him which way his quality is headed, tool wear and tool troubles are readily detected. He can spot the poor operator. It tells him when action should be taken on the process and most important of all, it tells him when to leave it alone.

Tool wear, is a form of waste that would not have been detected without Quality Control methods.

All manufacturing waste begins at the machines, in the process. And this results in high indirect costs, poor quality, retarded production.

By James Rayer, Quality Supervisor (Executive Staff) The Timken-Detroit Axle Company

We have many examples in our plant where production has been increased. Scrap, rework and perishable tool costs have been reduced by improving quality and eliminating waste with the use of Quality Control.

The supervision in The Timken-Detroit Axle Company has realized this for the past two or three years, is constantly requesting more and more Quality Control coverage.

At present there are 2000 control charts in operation throughout our company's plants, about 1000 of which are used in the main plant in Detroit.

Quality is not a matter of luck. It's what you do about it that counts. Quality is made progressively. Each operation must carry its own share of the burden. We cannot depend on some final operation to correct a series of variables that are made in the earlier stages. Very often defects in the final product are traceable to the very first operation and in many cases even to the rough material.

When each and every operation is in a state of control, departments will operate to their peak of efficiency, which serves to reduce excessive costs.

Better tool life is obtained when the tools are resharpened at the proper time and not allowed to run to destruction. Control charts will tell the foreman when.

When uniform parts are supplied to the grinding operations, fewer wheel

dressings are required and grinding wheel costs are reduced.

Quality Control users located across the country are reporting what appears to be fantastic results. We, also, can make similar statements. However, there is nothing fantastic about them. They only appear that way because we are all comparing our results with those based on what we now realize to be incorrect practices.

Quality Control is simply bringing these things to light, and we are now beginning to function as we should have 25 years ago.

Incorrect practices by all of us throughout the years have resulted in top management being supplied with faulty information. Lack of thorough investigations in manufacturing problems has often led management into making incorrect decisions, spending money needlessly because the problem was not solved.

Another fault of supervision was to blame the operator, blame inspection, blame anyone. This was just a smoke screen of defense that temporarily concealed the real issue.

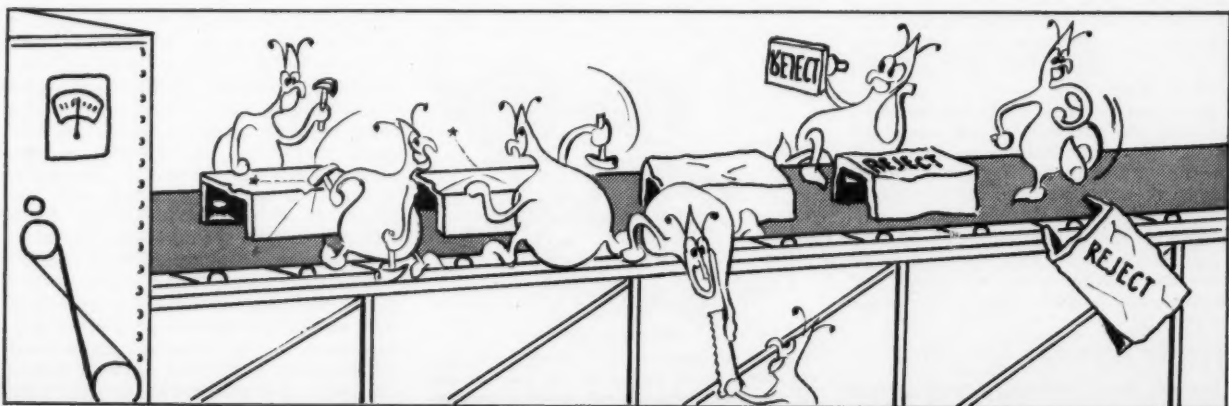
With Quality Control, we now find most machine operators are willing to do a good job.

With Quality Control, inspection departments are moving out from behind the eight ball, becoming more valuable to management.

With Quality Control, the foreman is now furnished with factual information and, therefore, he makes fewer wild guesses.

We have noted two recent articles: one by Mr. Manuele of Westinghouse who claims that between 40 to 75 per-

(Turn to Page 28)



On the production line, the "reject" gremlins will get you if you don't watch out.

Is your company paying its supervisors earned or unearned overtime under the amended FLSA? Here is a check list which outlines qualifications for legal exemption.

WHAT are the facts about the status of foremen under the new Fair Labor Standards Act, 1949 amended? Do they qualify for exemption? Are they entitled to overtime after 40 hours weekly? Will the records substantiate claims? Here are the answers to these thought-provoking questions.

Free enterprise is not opposed to improved standards of wages and working conditions set forth by the recent Congressional enactment of the amendments of the Federal Wage-Hour Law. However, unless management has a proper interpretation of the exemption clause provided for foremen and/or supervisors it may add a substantial amount to its overtime bill.

Do your foremen and supervisors know the rules and regulations? Are they failing to take full advantage of the exemption to qualify themselves for an executive or administrative position?

According to official government reports, employers investigated recently included instances of disregard of the overtime provisions, improper computation of the regular rate of pay, misapplication of exemptions provided for executive, administrative, professional and sales employees, and inadvertent clerical errors. Further, inspections disclosed underpayments amounting to \$12,186,957 and even falsifications of records in several hundred establishments.

Operating at all times on the assumption that most employers desire to comply, it must not be overlooked that wage-hour inspectors are constantly checking a regular flow of complaints filed by mail.

Now there can be no doubt whether foremen and supervisors are exempted under the wage-hour law amended. The new regulations contained "tests" of duties, responsibilities, salary levels, other basic requirements which employers must apply in determining which employees may be exempted from the provisions as an "executive" or "administrative" type of employee.

Foreman Exemption Provisions

Section 13(a) exempts from the wage and hour provisions "any employee in a bona fide executive or administrative

capacity." In the light of this, a review is essential for management to ascertain which of its foremen and supervisors qualify for this status. Only after such a check with the federal formula can management be certain which are exempted. It would probably be a costly mistake to hastily conclude that foremen and supervisors are naturally exempted because they are considered management.

REQUIREMENTS FOR EXEMPTION

Executive Foreman:

- (a) whose primary duty consists of the management of the enterprise in which he is employed or of a customarily recognized department or subdivision thereof; and
- (b) who customarily and regularly directs the work of two or more other employees therein; and
- (c) who has the authority to hire or fire other employees or whose suggestions and recommendations as to the hiring or firing and as to the advancement and promotion or any other change of status of other employees will be given particular weight; and
- (d) who customarily and regularly exercises discretionary powers; and
- (e) who does not devote more than 20% of his hours worked in the workweek to activities which are not directly and closely related to the performance of the work described in paragraphs (a) through (d) of this section: Provided, that this paragraph (e) shall not apply in the case of an employee who is in sole charge of an independent establishment or a physically separated branch establishment, or who owns at least 20% interest in the enterprise in which he is employed; and
- (f) who is compensated for his services on a salary basis at a rate of not less than \$55 per week, exclusive of board, lodging, or other facilities;

SHORT TEST REQUIREMENT

Provided, that an employee who is compensated on a salary basis at a rate of not less than \$100 per week, exclusive of board, lodging, or other facilities, and whose primary duty consists of the management of the enterprise in which he is employed or of a customarily recognized department or subdivision thereof, and includes the customary and regular direction of the work of two or more other employees therein, shall be deemed to meet all of the requirements of this section.

REQUIREMENTS FOR EXEMPTION

Administrative Foreman:

- (a) whose primary duty consists of the per-

formance of office or nonmanual field work directly related to management policies or general business operations of his employer or his employer's customers; and

- (b) who customarily and regularly exercises discretion and independent judgment; and
- (c) (1) who regularly and directly assists a proprietor, or an employee employed in a bona fide executive or administrative capacity, or
- (2) who performs under only general supervision work along specialized or technical lines requiring special training, experience, or knowledge, or
- (3) who executes under only general supervision special assignments and tasks; and
- (d) who does not devote more than 20% of his hours worked in the workweek to activities which are not directly and closely related to the performance of the work described in paragraphs (a) through (c) of this section; and
- (e) who is compensated for his services on a salary or fee basis at a rate of not less than \$75 per week, exclusive of board, lodging, or other facilities;

SHORT TEST REQUIREMENT

Provided, that an employee who is compensated on a salary or fee basis at a rate of not less than \$100 per week, exclusive of board, lodging, or other facilities, and whose primary duty consists of the performance of office or nonmanual field work directly related to management policies or general business operations of his employer or his employers' customers, which include work requiring the exercise of discretion and independent judgment, shall be deemed to meet all of the requirements of this section.

Examples Of "Working" Foremen Under FLSA

The primary purpose of the exclusionary language placing a limitation on the amount of non-exempt work is to distinguish between the bona fide executive and the "working" foreman or "working" supervisor who regularly performs "production" or other work which is unrelated or only remotely related to his supervisory activities. Such employees, sometimes known as straw-bosses, or gang or group leaders, perform the same kind of work as their subordinates, and also carry on supervisory functions. Clearly, the work of the same nature as that performed by the employee's subordinates must be counted as non-exempt work. If the amount of such work is substantial the exemption does not apply.

A foreman in a dress shop, for example, who operates a sewing machine to produce the product is performing non-exempt work. However, this should not be confused with the operation of a sewing machine by a foreman to instruct his subordinates in the making of a new product, before it goes into production.

Another type of working supervisor who cannot be classed as a bona fide executive is one who spends a substantial amount of time in work which, although not performed by his own subordinates, consists of ordinary production work or other routine, recur-



Will federal wage and hour investigators produce for your company a bill for overtime pay for supervisors who may not qualify for exemption under the Fair Labor Standards Act, 1949 amended?

ING OVERTIME PAY FOR FOREMEN

rent, repetitive tasks which are a regular part of his duties. Such an employee is in effect holding a dual job. He may, for example, be a combination foreman-production worker, supervisor-clerk, or foreman combined with some other skilled or unskilled occupation. His non-supervisory duties in such instances are unrelated to anything he must do to supervise the employees under him or to manage the department. They are in many instances mere "fill-in" tasks performed because the job does not involve sufficient executive duties to occupy an employee's full time. In other instances the non-supervisory, non-managerial duties may be the principal ones and the supervisory or managerial duties are subordinate—assigned to the particular employee because it is more convenient to rest responsibility for the first line of supervision in the hands of the person who performs these other duties.

Typical of employees in such dual jobs are: foremen or supervisors who also perform one or more of the production or operating functions, though no other employees in the plant perform such work. An example: the foreman in a millinery or garment plant who is also the cutter; or the foreman in a garment factory who operates a multiple needle machine not requiring a full time operation. Also foremen or supervisors who have as a regular part of their duties the adjustment, repair, or maintenance of machinery or equipment. Examples: the foreman-fixer in the hosiery industry who devotes considerable time making adjustments and repairs to machines of his subordinates; or the planer-mill foreman who is also the machine-man who repairs the machines, grinds the knives. Further, foremen or supervisors who perform clerical work other than the maintenance of time and production records of their subordinates; for example: the foreman of the shipping room who makes out the bills of lading and other shipping records; the warehouse foreman who also acts as inventory clerk; the head shipper who also has charge of a finished goods stock room, assisting in placing goods on shelves and keeping perpetual inventory records; or the chief clerk who performs routine bookkeeping.

Job titles are insufficient as yardsticks for claiming a foreman is exempted from overtime compensation after 40 hours weekly under the FLSA, 1949 amended. Titles are of no determinative value. As has been indicated previously, the exempt or non-exempt status of any particular foreman or supervisor must be determined on the basis of whether his duties, responsibilities and salary meet all of the

requirements of the appropriate sections cited above either as an executive or an administrative type foreman. If the foreman claimed exempted does not meet all the specific tests required, he cannot be considered exempted from overtime pay.

Employers of foremen are required to keep accurate and adequate records of their wages, hours, working conditions, whether specifically exempted or not. The following check-list reflects the basic items required for official inspection.

RECORD KEEPING REQUIREMENTS EXECUTIVE-ADMINISTRATIVE FOREMAN:

- 1) Name in full
- 2) Home address
- 3) Date of birth if under 19
- 4) Occupation in which employed
- 5) Time of day and name of the day on which the employee's workweek begins
- 6) Basis on which wages are paid
- 7) Total wages paid each pay period
- 8) Date of payment and pay period covered by payment

The new Federal Wage-Hour law does not otherwise limit the number of hours in which a foreman may be engaged if he is specifically exempted and meets the foregoing basic requirements. If the foreman does not meet the official requirements, management will have to recompute a sizeable amount of additional money. Because of the sweeping changes in the exemption clause for executive and/or administrative type of foreman, management should carefully evaluate the requirements. By qualifying foremen in the categories, management can control labor costs for this type of personnel.

Investigators Quiz Foremen

Section 11(a) provides that the administrator and/or his designated representatives may investigate and gather data regarding the wages, hours, and other conditions and practices of employment of foremen, like other workers, and may enter and inspect such records and make such transcriptions thereof. Further, section 16(a) provides for stiff penalties: \$10,000 or imprisonment of six months, or both. In



Does the foreman of your shipping room make out bills of lading, keep other routine shipping records?

By Robley D. Stevens, J. D.,
Former Official Representative
Wage & Hour Divn., U. S.
Dept. of Labor and Co-Author
(with Professor E. W. Mounce)
of "Collective Bargaining,
Labor Relations Quiz"

addition, employers may subject themselves to injunctive litigation, criminal actions or wage suits brought about by foreman not exempted where double damages are a probability under the new wage-hour law.

Are your foremen exempted? Wage-hour inspectors quiz foremen like other workers, check payrolls, timecards, and dig up old records to uncover possible violations. Since official investigations cannot be avoided, it's safer to be sure than to guess which foremen are exempted. By being fully conversant with the basic requirements; keeping accurate and adequate records, and qualifying foremen for exemptions pursuant to the tests prescribed, management may operate in compliance and avoid costly violations.

The following wage-hour foreman employee interview statement may prove of help to management in determining and/or qualifying the exemption status:

WAGE AND HOUR FOREMAN EMPLOYEE INTERVIEW STATEMENT

- Establishment: _____
Place of Interview: _____
(1) Name of Employee: _____
Clock No. _____
(a) Title: _____
(2) Address of Employee: _____
(3) Length of time employed by this establishment: _____
DESCRIPTION OF PRESENT POSITION
(If duties have not been the same for the full period of employment, the following questions should be answered on a separate form for each supervisory position)
(4) In what department are you presently employed? _____
Name of subdivision of department: _____
(5) How long have you held this position? From _____ to _____
(6) Total number of employees in this department: _____
(7) How many employees do you supervise? _____
(8) What are the duties of the employees you supervise? _____
(9) How many hours do these employees work? Daily _____ Weekly _____
(10) Describe your duties and responsibilities in detail: _____
(11) Do you do any work of the same nature as that performed by the employees under your supervision? _____
Yes or no
(a) If the answer is "yes", explain: _____

(Turn to Page 29)

THE KREMLIN MIGHT BE RIGHT

By Fred G. Clark and Richard Stanton Rimanoczy *

I

MARX, Engels, Lenin, and Trotsky all believed that capitalism could be destroyed by destroying the value of money.

Well informed sources report that the Kremlin is confidently waiting for cheap money (deficit spending) to destroy American capitalism.

What is capitalism, and what must be destroyed in order to destroy it?

Capital is not money: it is the *tools of production that are bought with the money.*

The destruction of capitalism, therefore, requires the destruction of the tools.

This can be done by cheapening the money.

The trick is to use cheap money to create a condition that makes it impossible for the tools to be replaced when they are worn out.

Aside from cheapening the money, all that need be done is place "popular" restrictions on business earnings.

This has been going on in the United States for the last ten years.

It is America's best kept secret.

The plan was brought to America by a "liberal" British college professor by the name of Maynard Keynes.

He sold the idea to a "liberal" Harvard professor named Alvin Hansen, who is credited with having sold it to the administration in Washington.

The only big change that had to be made in the laws of the United States consisted of taking gold away from the people: this was done in 1933.

Whether or not Keynes, Hansen, and the administration economists (and the Congressmen who went along) knew they were playing the Kremlin's game does not affect the result.

II

ON the surface, all that the Keynes-Hansen plan does is give the Federal Government new power to "borrow" money from the commercial banks.

The word "borrow" is not accurate: actually the process (too involved to discuss here) has amounted to creating extra unearned money.

Had gold been available to the people, this would not have worked because the people would have drained the treasury dry in an effort to protect the value of their money.

But with gold out of the way, more than \$100 billion new, unearned dollars have been added to the national money supply during the last fifteen years.

That is why the post-war dollar will buy so little.

But what has this to do with the destruction of American capitalism?

It has everything to do with it.

III

HERE is the way it works.

Let's assume that a company has a plant that cost \$1 million before the dollar was cheapened by this flood of worthless money.

Under standard accounting practice the company divides this \$1 million by the number of years that it will take the plant to wear out and thus finds the amount that must be set aside each year for its replacement.

For example, if the plant has an expected life of 20 years, the annual "reserve" for replacement would be 1/20, or 5 percent of the \$1 million.

This replacement process has been going on in America for 150 years and has always worked out satisfactorily: when the \$1 million plant was worn out, there was \$1 million available to pay for the new one.

But it no longer works satisfactorily because the one million dollars are cheap dollars, and the number of them needed to buy a new plant is about \$2½ million.

IV

THIS, in itself, would not be insurmountable were it not for the "popular" restrictions upon "profits," or in other words, the Government's depreciation policy.

If business could set aside the *real* depreciation, that is, set aside \$2.3 million, from its income, the problem would be simple.

But the Government allows only the original purchase price of \$1 million to be set aside: the rest of the money must come (if it *does come*) from undistributed "profits."

In other words, the extra \$1.3 million must come from income that is declared as profit and taxed as high as 45 percent.

In order to get \$1.3 million this way, the company would have to declare taxable earnings ("profit") of almost \$2.4 million.

And this would have to be done *before* any real earnings could be declared.

If this much "profit" were declared, the American dupes of the Kremlin, the people who attack business every time they see large dollar profits, would demand higher wages and higher taxes.

So it is *not being done*, and there are no encouraging signs on the horizon.

That is why we say that the Kremlin might be right.

* Respectively general chairman and editorial director of the American Economic Foundation . . . —No. 17 in MANAGE Series of Economic Treatises.



ATTAINING PROFESSIONAL STATURE

THE National Association of Foremen has devoted much energy advancing two major ideas: (1) that supervisors are management, and (2) that the supervisory function is a professional one. Both are laudable and, with certain limitations, should be axiomatic. But neither concept can take on reality solely through publicity. We must be management men or we will not be recognized as such. We must handle responsibilities in a professional manner before our occupation will be considered a profession. That is a difficult assignment.

A lawyer enters his profession presumably after having made some sense out of a great body of codified rules and regulations. With a doctor of Medicine, his skill or proficiency, largely depends upon his understanding of an anatomy that practically always has the same organs in the same place and that physically responds uniformly to given stimuli.

But, we are supervisors. We are charged with supervising a group of people, each of whom varies from all others. Each is motivated by widely varying external (and internal) factors. Each has latent potential that is different today from yesterday—may be unrecognizable tomorrow depending upon whether the baby cries all night, whether oat meal is served for break-

ROBERT A. HUSTON was educated at Illinois Wesleyan, Northwestern University, John Marshall Law School. Was with Chicago Title & Trust Company for nine years before coming to "Kalamazoo" where he has six years of service. Much of his time is taken up with responsibility for collective bargaining with eight unions in Kalamazoo's plants. Background includes training administration and public relations work for Office of Civilian Defense and Office of Chief of Ordnance respectively.

fast instead of wheaties. From this uncodifiable, unpredictable melee, we are expected to bring unification of direction and purpose.

The "Stock-In-Trade"

If we, as supervisors, are to attain a true professional stature, we must take people as our books, life as our laboratory. We must develop as our stock-in-trade an attitude pervaded by a deep sense of justice and genuine concern for our fellow man. We must lead, not drive. We must inspire confidence, not resentment. We must endeavor to assist those who work under us to bring out their best—so they may open the avenues for self-appreciation and self-respect which they did not know existed.

How can we help people develop attitudes we want them to have? I believe the most important single factor is that we, as professional supervisors, develop a deep-seated conviction that everyone is a human being, even as you and I—particularly those who work with and for us—and that everyone is entitled to be dealt with as a human being. We must convince ourselves—it may sometimes be difficult—that basically everyone *wants* to do the right thing. (You and I know that there are some who appear never to want to do the right thing.) However, our attitude, as professional supervisors, must be geared to that premise. Any other slant will result in a negative attitude, make us biased, damned unprofessional.

The professional supervisor must be levelheaded, dispassionate, objective. He forgets the fight with his wife, his belly-ache, his hangover when he comes to work. He recognizes nothing is quite as contagious as a smile—or a frown. He knows that pleasantness breeds pleasantness and vice versa. He has learned that the supervisory principle requiring constructive criticism for poor or inadequate work also calls for praise for what is done in a superior manner. A pat on the back is worth infinitely more than innumerable well-placed kicks in pants.

The professional supervisor is beginning to realize there is a pent-up reservoir of creative energy in the work force—a latent urge to create in everyone. Super-supervisors of tomorrow will be those who develop their professional talents until they know how to cause a release of that vast creative energy. There is no limit to what can

then be accomplished by American industry. Management men hold the key to this Pandora's box. Someday some professional supervisor will unlock it. The lieutenants of today—who learned how to stimulate the workers' urge to create—will be the future GENERALS, not captains, of industry.

Tie-In Of Home, Community, Work Life

We must not overlook the interlacing effects of home life, community life, work life. Each has a great impact upon the others. The sense of belonging, the sense of importance, whether at home, at work, in the community, is a powerful motivating force.

A man may hate like the very devil to have his son going around the neighborhood telling other lads, "My dad can lick your dad." But it makes his chest pop out a bit to have the boy think so. By the same token, he doesn't want his wife or children to think he's a failure, even mediocre—nor his friends to think so. If he's a mechanic, he wants his family and friends to think he's a damned good mechanic. If a laborer, he wants them to think there's none better. It's not easy for him to take a beating at every turn at the plant and still maintain the illusion when he gets home at night.

We know how it is, don't we? We've all had our days when we've said "Yes, sir," so much that when we get home, by force of habit, we can hardly eke out a decisive "no". Even so, we want our families and friends to think we are more than just a moderate sized wheel in the organization.

Let's not forget that if we help people feel important while they work for us, and if we make the work environment a pleasant one, we are doing *them* a very real service in their home and community life. The greater the ease with which they can assume the role they want to assume at home, and in their social life, the greater the likelihood that they will bring back to work a healthy attitude. This, in turn, will be reflected in pride in good workmanship, cooperation, and possibly self-recognition of the vital worker-stockholder-customer partnership.

If a man cannot "belong" or "be important" in constructive things, he will seek other ways of self-expression. Those other ways may follow destructive channels.

We, as professional supervisors, must find the way to help Joe Doakes, Mary Zilch and all the other Doakes and Zilches to find themselves, to express themselves and thus to recognize that in this vast economic system of ours they "belong."

By Robert A. Huston, Manager of Public and Industrial Relations, Kalamazoo Vegetable Parchment Company

Chicago University expert comes up with new test of personality traits -- Thurstone Temperament Schedule -- to help place the man in the right job.

A NEW TEST for industrial personnel executives has been developed by L. L. Thurstone, the University of Chicago's expert on psychological measurements. Thurstone's newest test measures the main factors that make up personality—an element important in fitting the right man to the right job.

In use by a large mail-order house and an insurance company, the 140-question test determines the basic, fairly constant aspects of personality that Thurstone calls "temperament." It doesn't pretend to be a check on the daily ups and downs of people's moods.

The test, already given to more than four thousand persons, measures seven basic personality factors.

First of these seven factors is one Thurstone labels "the active," which is an individual's pressure for activity. Persons who rate high in this factor are always on the go, always in a hurry—walk fast, talk fast, drive fast.

Second factor is the athletic or masculine one. Characteristics of this factor are: liking for athletics, fondness for outdoor life, satisfaction in working with tools.

Impulsiveness is the third factor. A high score on impulsiveness marks persons who have a happy-go-lucky, daredevil disposition. Such persons act on the spur of the moment, make decisions quickly, like competition. Slow and solid citizens rank low in the impulsiveness factor.

Another factor Thurstone labels "leadership." Persons in whom this factor is strong think of themselves as social leaders, are capable of taking responsibility initiative. Potential executives tend to rank high in leadership. Curiously, although correlations between the factors are nebulous, there is some tendency for individuals to rate high in both impulsiveness and leadership.

Emotional stability is a fifth factor. High scores here are produced by persons who are characteristically cheerful and possess even dispositions. Of them, Thurstone says: "They can relax in a noisy room, and they remain calm in a crisis. They don't fret about the daily chores, are not irritated if interrupted when concentrating."

Sixth is sociability, the ability to get along with other people. Those who score high are the kind to whom strangers will tell their troubles. Sociable people, oddly enough, not only are co-operative, sympathetic, and agreeable but also are usually tolerant



Dr. L. L. Thurstone: "They can relax in a noisy room . . ."

Your reaction to spinach may be PERSONALITY CLUE

of a great variety of foods.

Final factor is reflectiveness, marking those who prefer to deal with theoretical rather than practical problems. Such individuals are quiet, prefer to work alone, relish jobs requiring accuracy and fine detail. Often take on more work than they can finish and would rather plan a job than carry it to completion.

By use of the tests, workers can be matched with jobs in terms of personality characteristics. For example, a vice-president in charge of sales might rank high on leadership and sociability,

a vice-president of research high in leadership and reflectiveness. A skilled mechanic on a production job, on the other hand, might rank high in the masculine factor, low in impulsiveness, high in stability.

Test Not Complicated

The test itself is simple, asks such questions as "Are you handy with tools?" and "Can you study with the radio on?" Combined with aptitude and intelligence tests, it adds a new dimension to job placement.

Currently, Thurstone is seeking to produce a completely objective test for personality which does not rely on an individual's impression of himself. The latter, incidentally, can produce faked answers, but Thurstone reports that people by and large are remarkably honest in answering the questions.

As a next step comes the problem of correlating the factors of personality with those of intelligence and ability to fit them into occupational patterns. Already Thurstone is convinced that all these factors are more closely interrelated than psychologists have heretofore believed.

Thurstone is perhaps best known for isolating the separate factors which make up human intelligence and devising objective tests to measure them. He has developed many tests for measuring mechanical aptitude which are widely used in industry and in the armed services.

The landlord was questioning the prospective tenant. "You know," he said, "we insist on keeping it very quiet and orderly on these premises. Do you have any children?"

"No."

"A piano, radio, or phonograph?"

"No."

"Do you play any musical instruments? Do you keep a dog, cat or canary?"

"No, but I'll tell you something. My fountain pen scratches like the dickens sometimes."

Work hard and save your money and when you are old you can have the things only young people can enjoy.

He who looketh upon a woman loseth a fender.

You cannot help the wage earner by pulling down the wage payer.

MANAGE January 1951

Production's MAN OF THE HOUR

Executives at year-end's AMA Production Conference went for 'what's what' about foreman performance and education -- like dad went for Willie's new train under the Christmas balsam. Deeper problem: how to get foremen to 'want' educational programs.

*New Year "Greetings" ...
For Foremen*

LAST month executive management checked in at Chicago's Drake Hotel. Purpose: To size up the nation's production job ahead (American Management Assn.—Production Conf.—Dec. 11-12). It's one of industry's important production conferences.

Because foremen generally are not AMA participants, we are reviewing some aspects of this one which are of interest to supervisors.

Faced with an added multi-billion-dollar production job (\$40-\$50 billions for quick mobilization), industry leaders might reasonably be expected to talk about first things first. If this is true, much significance can be attached to the fact that their sessions dwelt so prominently with "what's what" about foremen and supervisors.

In his presentation "Gearing Production To Meet The Demands Ahead", President Richard S. Reynolds, Jr. of Reynolds Metals outlined the size of the job. He told executives that the key to increased production is people, played up the importance of union cooperation with management, pointed to the need to bring in older workers again, and women.

Most Important Single Individual

Mr. Reynolds' closing punch, if it can be construed as representative of executive thinking and planning, is of great importance to every supervisor:

As we gird ourselves to meet the demands ahead, it might be well to re-examine our entire staff. After a considered, objective survey of our situation, it would be well to be certain that we have the right executives in the right spot. Then give them ample responsibility and authority. It is more important than ever that we train and develop our department heads and junior executives.

(an editorial feature)

The most important single individual in this striving for enlarged production is the foreman. Most of us have been showing increased appreciation of our foremen. There should be increased communication between the foreman and his boss. He should be consulted frequently and stimulated to seek improved production methods.

"Organization And Administration Of A Sound Quality Control Program" was presented by David C. Peterson, director of engineering and manufacturing, Stewart-Warner Corp. He spoke extensively about the importance of foreman education in this vein:

The matter of educating foremen and inspection supervisors is very time-consuming; however, it is an absolute necessity. Our plan provides that each foreman receive five to six hours' of lectures, demonstrations, and movies. This is patterned after the Ford "Four-Session" Course. For our inspection supervisors and inspectors, we provide a much longer course. At present we have three of these courses in progress, expect to have more in the future. The classes are held on company time. They are of one hour's duration, and meet once a week. Homework (one-half to one

hour a week) and class quizzes are a part of the course.

We have gained much experience in presenting these classes. We find that one cannot expect supervisory personnel to learn much of this subject outside of the class sessions because of their regular work. In the one hour class period, only from 10 to 20 minutes are allocated to the presentation of new material. The remainder of the session is devoted to review and practice problems. We feel that such caution is well justified, because we want the men to learn the subject thoroughly.

Two of the presentations were devoted exclusively to foremen and supervisors:

Selecting Supervisors

International Harvester's Education-Training Manager E. H. Reed presented executives with highlights of his company's activities for "Recruiting And Developing Effective First Line Supervision." Said industry is guilty of poor selection of supervisors, pays too little attention to "leadership abilities" compared with "scholastic record" or "technical skill." Pointed to industry's failure to train the "whole" man (in social sense: to be good citizens as well as just good workers—and particularly to be good leaders).

He cautioned against too great reliance on psychological tests (in selection) and advised of need to talk more with candidates.

Here's the gist of what Harvester is doing in training and education:

They have "pre-training" courses for selected candidates for management posts—each candidate working toward a specific position. In both their manufacturing and sales districts they have progressive one-to-two-year student courses to prepare university grads for staff and line positions. Students "progress" from one department to another, spend much time in class-



Educational "penetration" is best achieved when foremen "want" to tune in.

room. Graduates take foreman jobs—or go in staff or technical departments.

Their five-year "Cooperative" (with Universities) Engineering course is pointed to future staff assignments.

At the plant levels, Harvester provides a "Leadership Course"—candidates from rank and file, often recommended by their foreman. It's a six months course, two classroom hours a day with six hours to rotated, on-the-job experience. This course is in four major areas: (1) personal development (effective speaking, writing, etc.); (2) practical psychology; (3) managerial controls (quality, materials, etc.); (4) basic company policy (labor contracts, wages, etc.).

Harvester has a "Central School" in Chicago (home office) where supervisors get "post graduate" training primarily in development of management and leadership skills. Classes there are eight hours a day for two weeks and program is intensive. Principal major areas included are economics, personal development, company operation and policies, human relations.

All these activities are in addition to Harvester's numerous apprenticeship courses.

Measuring Foreman Performance

In another session, executives heard Gordon O. Andrews, duPont's personnel division manager, discuss "Measuring The Performance Of Foremen." He told them most supervisors want to know "how they are getting along"—advised periodic appraisals. At duPont they believe in "participation" and Mr. Andrews dwelt at length on how they set up plans for performance "reviews".

For example, foremen are in on group discussions for "defining the functions" of their jobs and for "setting standards of performance" in preparation for these appraisals. Forms are agreed upon and manuals prepared outlining purpose of the appraisal plan, instructions, suggestions concerning discussion of the appraisal, other administrative procedures. Next, the plan is put "on trial"—tested in sample instances—after which it is ready for use in the particular plant in question.

Education . . . But What About Penetration?

AMA's conference planners are to be congratulated for their realistic approach in giving so much consideration to supervision in the huge production job ahead. Thousands of foremen, themselves, who read these pages will heartily agree that supervisory training and education are a must. Nor is it implied that much is not now being offered. Millions are spent annually.

The deeper problem, however, appears to be "how to insure a mental

attitude among more supervisors that will cause them to really want what's offered, educationally." Because, time and again we find that the "degree of educational penetration" corresponds with the "intensity of desire" for education. To achieve anything like full "impregnation," ways must be found to insure that the supervisory mind opens up and "reaches out" for education from an inner motivation—then educational programs will not wither in unreceptive soil. How to achieve this is the problem.

It is increasingly recognized that many of the provisions below should be made in advance of expenditures for educational programs.

- 1) Adequate pay in relation to responsibility
- 2) Proper definition of responsibility
- 3) Avoidance of practices which "short circuit" the supervisor
- 4) Channeling employee information through foremen before it is known to everyone else but the supervisor, himself
- 5) According supervisors certain "distinctions" which have come to mark other management from regular employees: suitable office facilities; names in plant phone directories; necessary clerical and stenographic help; place to hold private conversations with employees and others; names on plant organization chart; suitable management periodicals and information bulletins; membership in outside supervisory management organizations.

Of course, all of these simple "recognitions of foremen as management" can be set up within the "line" organization relationship. They are "actions or deeds"—not just words—which contribute importantly to a supervisor's conviction that he is regarded as a member of management. But, is there something more?

In its years of experience in studying this problem of how to insure that supervisors reach out for more education, their own National Association of Foremen has concluded there is something more. It's a very simple something—so simple that its importance is very often over-looked. And it is something that does not lend itself to effectuation under the "line" organization's man-and-boss relationship.

Simply stated, it is the providing of a "structure" (such as the management club) in which foremen have an opportunity informally and on a man-to-man basis to come to know, personally, to understand as human beings just like themselves, and to exchange ideas with

- 1) other foremen inside and outside their companies, and
- 2) other management, including the top executive officers.

The benefits possible under such a structure properly implemented (and

not exclusively social) are little less than phenomenal. Under such conditions, those who formerly were "so-and-so's" soon become "teammates" instead, with common objectives, common desires. It is under the influence of the "personal" relationships there generated that the supervisory mind appears to "open up" and to "reach out" for self-improvement so that they can contribute better performance.

To executives who have not tried it—who have found no substitute and are discouraged with pouring out money for training programs that never seem to achieve quite what they should—the suggestion of the management club structure is offered.

New NAM booklets for management

New York—Publication of four new booklets which can be useful to management in informing employees and others in their communities on issues of vital interest in the preservation of our free economic system and our way of life is announced by the National Association of Manufacturers.

"Watch Out for Big Talk!" is a 16-page booklet in color which utilizes the comic-book technique to dramatize the disturbing similarity between the "snake-oil" pitchmen of old-time carnival fame and today's economic nostrum peddlers with their big promises and dangerously unsound theories.

Another booklet is "Startling Facts About Dictatorship," a folder which uses the documentary approach in pointing out that Mussolini started as a Socialist, that Hitler was "legally voted into office by mistaken people who believed his big promises," and that only in America where people rule themselves are citizens really free.

"May the Best Man Win!" is a new booklet in the association's Economics in Action series, which takes up the question whether "bigness" is "badness" in business.

"Our Land, Our Spirit" is a thoughtful and stirring appeal for conservation of our natural resources—soil, water, forests.

The booklets are available at cost for employee, school or community distribution. Copies may be obtained from the Literature Department, National Association of Manufacturers, 444 Madison Avenue, New York 22.

Little Ann who had observed the ways at the house was sent to the store on an errand, whereupon she told the grocer of the new baby.

"Is he going to stay?" asked the grocer.

"I guess so," replied the wise child. "He's got his things off."

JOE 'HIRES' HIS SUPERVISOR

Would foreman performance be any better if his workmen were permitted to select him? Here are some of the qualities they'd look for.

By E. S. MACLIN, Director

Evening Program
Marshall College

TWO men, Bill and Joe, each carrying a generous tray of food, met at a table in the company cafeteria.

"Hi Bill."

"Hello Joe. How are you and the folks? I haven't seen you since the fish fry."

"Okay Bill. I hope all is well with you and the missus."

"Pretty good, Joe, pretty good. How are things down in your department?"

"Runnin' smoothly, I hope."

"Well, Bill, it looks as if we might get a new foreman. Old Tom is in the hospital sick, and I mean sick. Doesn't look as if he will pull through. Mr. Smith told some of us this morning that he went up to see him last night and Tom didn't know him and the doctor only let him stay a minute."

"Who will get his job, you?"

"No, I'm not wanting it. But I sure would like to pick my foreman."

"Now what do you know about picking out a foreman?"

"Well, at least I know the kind of man I want to work for."

"Alright, let's have it. I want to see how your ideas tally with mine."

I Want A Foreman Who . . .

"First, I want a man who has been trained for his job. Many a man is made a supervisor when all he is is a good mechanic. Now, I don't mind a man's bein' a good mechanic, but a foreman has to know a lot more than that. Old Tom got me to help him with his paper work sometimes and there were things wanted that neither of us knew anything about. Old Tom would sometimes spend two hours on some special report and then have to do it all over because he didn't know what was wanted. A lot of times he has said to me 'Joe, here's your blue print, there's your casting. Finish me ten by quitting time.' I'd ask him what it was, what it was for, and if there was any special fitting to be done. 'Make it accordin' to the print and let it go. All I know about it is on that print.' Now, you know no mechanic can do a high class job unless he knows more about his work than is on the average blue print.

"Old Tom was always good to me, but there were new things that he did not know about. He had come up the hard way and he could not see any use for hoists and cranes to handle chucks and stock weighin' 50 pounds

and more. He would not always know how to pair off people when they had to work together. You know how messy he kept his section. He just would not make a man keep his machine and area cleaned up.

"You know, Bill, there is a whole lot we workmen don't know and unless our foreman knows that we don't know and teaches us, we just go on in our ignorance. That system's bound to be costly to somebody.

"Second, I want my supervisor to know more about people than about machines, materials and production. Now, you take me. I know how to run every machine in my section. I know what they can do and can not do. I know the material we have to work with. I know just how to make a set up to get the best results on my machine. Then I know when production is up to schedule and I know how much I can push my machine.

"I want a supervisor who knows enough about human nature to look at me when I come in in the morning and know that I have a belly full of sad pancakes and fat meat and that I'm not on the beam. You see, Bill, I'm the biggest variable that comes into my section. Kids sick at home. I'm up most of the night. I'm worried about them. I'm not the same man who came in yesterday after the old woman had asked me for the 10th time when I was going to get her that new dress and pair of shoes she wanted when I wanted to save money for a new roof on the house. Yes, and I'm still a different man after a good breakfast and a good lunch in my box and a cheery good-bye from the finest wife a fellow ever had. You see why I want a supervisor who knows men?

"Third, I want a supervisor who can help me help the company make a profit so it will stay in business and I will have a job. It takes a he man to keep me from making mistakes and spoiling work, to keep me on my toes so I can push my output up to the profit point. As I see it, if I don't make a profit for the company, then some other guy has to make two profits, his and mine. What if he falls down, like I did? If he does, it won't be long until the company will be on the rocks and you and I will be looking for something else to do.

"Fourth, I want a man who can plan his work and then work his plan. Be-

fore old Tom, I had a foreman who was scared of his shadow. Whenever a rush order came down, he went wild and pulled the first man he got to off his job and put him on this rush work. One day a man came to the plant holding conferences for supervisors and the superintendent called in all the foremen to go to school. One lesson was on planning your work. My boss stuck it out that his department could not be run on a plan. The salesmen were always coming in with rush orders that must go out next Tuesday for sure. That teacher asked my boss, 'Who's running your department you or the sales force?' 'I am,' said my supervisor. 'Well, why don't you do it then?' said that teacher.

"And then he showed each foreman how to make out a chart showing every machine and when each job was to be finished and new jobs started. Believe it or not that idea got hold of my foreman and do you know that he finally had the best running department in the plant? He made a plan and when the plant superintendent came down and wanted some rush job done, he would go study the schedule chart of the department before he said anything to the supervisor. With a schedule made out, emergency work could be slipped in without upsetting everything. Yes, it pays to work for a foreman who has a plan and guts enough to stick up for it.

And A Foreman Who . . .

"Fifth, I want a supervisor who can make clear to me what the company is doing and why it is doing it. I want someone who can give me first hand information about my company so I will know what I am working for besides wages. I want my supervisor to know me well enough so he can tell management what sort of a workman I am and what my attitude towards my job and the company really is. I want him to break down any walls of misunderstanding which may grow up between management and me.

"I don't want the company doing something in a corner, creating the impression in my mind that they are trying to put something over on me. When they want to put in new technological changes, I want to be in on the know so I will understand what it is all about. You know as well as I do that when we don't understand what the company is doing and how it will affect you and me that we are

likely to get suspicious and gum the works. It's only when we understand what the company wants to do and how it will affect us that we have any real interest in the company and pride in its progressive policies.

"Yes, I want to get it direct from my supervisor and not from someone who has no more interest in the company than I have or not as much.

"I don't want a foreman who is always in the doghouse. I want one who is smart enough to see trouble before it starts and gets control of a situation before anything happens. He can't stay in the doghouse and do this.

Some day the company will need a new superintendent and when they look the shop over I want them to find him in my section. He has built us and we have built him. There is another point to this. When the company is looking for foremen, they will come to my section for them for we have been trained for leadership under a man who is a builder of men first, and goods second. Well-trained men, Bill, will turn out well-made goods. Your waste will be less and your good goods will be better. That's the kind of a man I want to take Old Tom's place.

"In the sixth place, I want a foreman whom I can respect for the man he is, what he knows, what new things he teaches me about my job; I want a foreman who knows the forces and impulses which motivate people. I want him to know I'm Joe, not 'you there' or 'Baldy' or 'Slim' or 'Thirteen'. I want him to help me to understand the changes taking place around me—why in a land of plenty we have to contribute to all sorts of drives—why there is a constant call for money, more money and still more money—why the company comes to us and

gets us to sign a card deducting so much from our pay envelope?

"I'm not finding fault with these causes. I'm just raising a question as to why my foreman does not make a good enough citizen of me to handle these things at my own front door. You see, Bill, this mass handling of men robs a fellow of some of his self respect. It makes him a different type of citizen from the man who handles all his own affairs in his own way. It's like this—I don't want to be a cog in a machine. I am a man and I want to be one, in every way. I want a foreman who will help me to be just such a person.

"Gosh, but I've been long winded about this! But don't you think I'm right, Bill, and don't you see why I would not fit into that job?"

"I couldn't have said it better myself, Joe! I'll let you hire my foreman any day."

"There's the whistle, Joe. Let's go!"

Washington (From Page 4)

practically impossible, and it is doubtful whether the forces working for amendments last year can be interested in making a further effort. As we have said before, this is unfortunate. This Act, which can so greatly affect the welfare and stability of the country, should be amended from time to time as experience shows the need for such amendments, and the whole subject should not be approached from a blindly partisan point of view, either economic or political.

Who's Doing What



L. W. JANDER . . . of Disston

APPPOINTMENT of L. W. Jander as sales manager of industrial division of **Henry Disston & Sons, Inc.**, Philadelphia, manufacturer of saws, tools, files and special steels, is announced by Company General Sales Manager Mark Harris. Veteran of 16 years, Jander's background includes industrial sales and distribution problems; sales promotion, specialized sales activities on such products as files, metal cutting saws, specialties. . .

Elected vice presidents of **Trailmobile Co.**, Cincinnati, are S. E. Biggs of that city and J. A. Bardsley of Berkeley, Cal. . .

Appointed vice president and general sales manager of the **Plomb Tool Co.**, Los Angeles, is L. M. Rich. He'll direct all sales of PROTO tools, supervise sales operations of Company's subsidiaries. . .

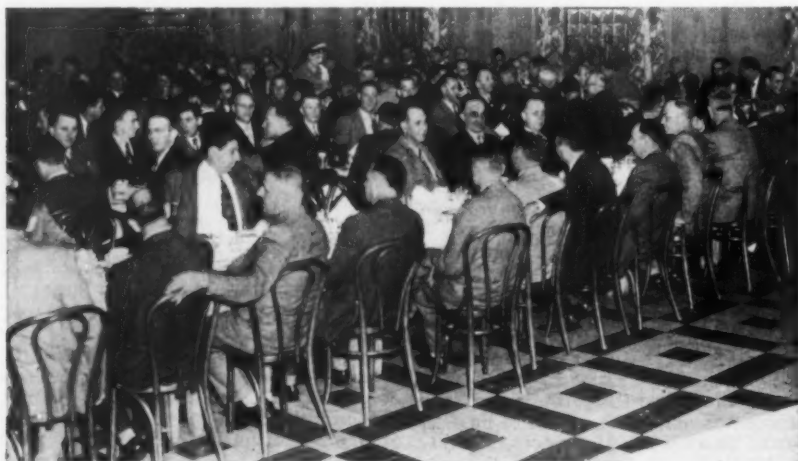
Named engineering consultant to **Electric Storage Battery Company**: Dr. Geo. W. Vinal, authority on storage batteries and electrical standards. . .

President H. L. Tigges of **American Society of Tool Engineers** has been appointed advisor and consultant on machine tools to the National Production Authority in Washington. . .

Clarence Stanley has retired as partner of Morgan Stanley & Co. (investment bankers) and becomes a member of **General Motors** financial staff—will act as coordinator in GM's investment relations with the seven banking institutions which have been selected by it to serve as trustees under its newly established non-contributory hourly-rate employee and salaried employee pension plans. . .

Officers of **The Electric Industrial Truck Association** for 1951 are: C. B. Cook, of Cleveland, O., president; Elmer F. Twyman, Philadelphia, vice president; William Van C. Brandt, Philadelphia, the Association's managing director, was re-elected secretary and treasurer. Announcement that **Clark Equipment Company**, Battle Creek, Mich., has been admitted to membership in the Association, also was made. . .

Resignation of M. E. Coyle, as an executive vice president and director of **General Motors** was accepted in December with regret by its Board. L. C. Goad succeeds him as executive vice president (also is a director) for car and truck group, body and assembly divisions group, and accessory group. John F. Gordon was elected a director—will succeed Mr. Goad as executive for Fisher Body, Ternstedt, and Buick-Oldsmobile-Pontiac Assembly Divn. Chas. A. Chayne was elected a vice president in charge of the Engineering Staff. Other directors announced are C. H. Kindl, H. J. Klingler, Cyrus R. Osborn, H. C. Alexander (a director) was elected to Financial Policy Committee.



FOREMEN TROPHY AWARD—Honor group selected during annual ball of College of Business Administration, University of Tennessee. Girl in center, Miss Kathy Weeks, was awarded the trophy by the Cherokee Foremen's Club for being selected the Queen of the Business Ball and most outstanding woman in that College of the University.



FACT and OPINION



By The Editor

Freedom From Want?

RECENTLY we received a copy of an address by John A. Stephens, vice president (industrial relations), United States Steel Corp. of Delaware. Reading it in the light of the national danger which now besets us, one paragraph carries an observation which (if we should win out) we shall do well never again to forget. It reads:

"In the past, perhaps our thinking on how wealth is produced and distributed has been somewhat fuzzy. Some of us may have looked upon 'freedom from want' as a right rather than something that has to be earned—something earned by more production and a fair participation therein, not something brought into being through collective bargaining pressure or legislation."

The idea that "freedom from want" is a right has been "popularized" in this country during the past decade. There are many reasons why such a belief is unwise. One is of more than casual interest at this moment.

One of the reasons we now face an enemy almost totally unprepared to defend ourselves, could be the fact that we have been "diverting" monies from the national treasury so that numerically large groups in America may not have to earn (in part at least) their "freedom from want."

How much better if we had tightened our belts, instead. How much better if we had used these public monies to better insure our national defense. Then perhaps those kids in Korea could have had adequate equipment placed in their freezing hands, and the help of enough others like them, properly trained to the defense of the nation.

What Do Foremen Think?

A RECENT survey of the Foreman-ship Foundation gives executives some idea of what foremen think. Increasingly, the survey shows, foremen are better satisfied with their pay. Score was 80 per cent are—18 per cent are not. In 1946, it reports that only 72 per cent were—23 per cent not.

Unionization ideas of foremen, it shows, are in a decline. In 1943, about 10 per cent of foremen wanted to join a foremen's union, 5 per cent already belonged, according to the survey. Today, it reports only 5 per cent want to join—2 per cent now belong.

The survey lists some major keys to sound foreman relations. It observes that "foremen appear more strongly affected by the personal interest shown them, than by any other job ingredient including pay." This tends to back up our editorial feature pointing up the value (in attaining educational penetration) of the man-to-man management relationships possible under the management club structure.

The survey polled foremen also on "distinctions" they now have. For example, 79 per cent said they now have desk space, 32 per cent have private offices. "Club or association" for foremen were reported by 23 per cent. Interesting and important was that 75 per cent reported "kept on payroll during shutdown."

Unusual Community Activity

THE Budd Supervisors Club in Detroit is engaged in a very worthy project. Each year it maintains a bed in Children's Hospital in Michigan. The doors of this hospital are said never to be closed to any afflicted child regardless of financial means, color, race or creed. It is highly specialized and other hospitals in the vicinity send severe cases there. In all the U. S., there are said to be only twelve other medical centers like it. Our congratulations to the supervisors at Budd for

their participation in this splendid project.

Our congratulations also to Nashville-Crosley Management Club on their recent decision to sponsor a Red Cross Blood Donor program.

For Your Mobilization of Manpower Problem

A REFERENCE GUIDE for management, labor, and community leaders who face the problem of finding, placing, and using to best advantage the manpower needed for production of goods, has just been made available to the public by the New York State School of Industrial and Labor Relations at Cornell University.

The guide consists of a 17-page listing of selected references on: manpower mobilization; mobilization of teen-agers, minority groups, women, the handicapped, and part-time workers; reducing accidents and improving safety; increasing manhours worked; cutting down absenteeism, increasing productivity and individual efficiency.

Copies of this guide are available free of charge from the Distribution Center, Cornell University School of Industrial and Labor Relations, Ithaca, New York.

This should provide a handy reference in the mobilization period ahead and the Cornell school is to be congratulated upon its preparation.

New AMA Series Should Interest Foremen

RECENTLY the editor received for review several booklets available from the American Management Association, 330 W. 42nd St., New York 18, N. Y. Among them, foremen and su-



Budd Supervisors' Club, Detroit, maintains hospital bed . . . a worthy community relations undertaking.

supervisors will find these of particular interest:

"The Human Relations Job of Personnel Management" (Personnel Series #132—40 pages—75c); "Maintaining Two-Way Communication" (Personnel Series #134—42 pages—\$1.00); "How General Electric Tackles Its Packaging, Packing and Shipping Problems" (Packaging Series #33—58 pages—\$1.25); "Controlling Indirect Labor and Maintenance Costs" with a Section on Foreman and Worker Morale (Production Series #194—22 pages—50c); "Protecting the Package in Transit" covering handling practices via truck, rail and water (Packaging Series #34—22 pages—50c).

The AMA also announces "Hand-

book of Personnel Forms and Records" by Eileen Ahern, (227 pages—\$3.50). Forms and records in every major activity of personnel administration are analyzed and illustrated (150 pages of such reproduction). Accompanying analytical reading matter emphasizes content of each type of form, bringing out objectives of the particular personnel activity and underlying principles governing its administration. Thus the HANDBOOK provides a broad-gauge frame of reference within which executives may examine the functions of the forms illustrated, and pre-test new forms they may draft. Research material in part came from AMA Personnel Workshops.

Personnel Spotlight

Edited By
W. E. "Bill" Landis



Lend 'em Your Ears

JIM GRAY, a foreman of one month, is discouraged. He has just knocked on the office door of Frank Jones, his superintendent.

"Come on in, Jim. What did you want to see me about?"

"Frank, I want you to pay me off. I want to go back on hourly rate."

"What's the idea. You're doing a good production job as a foreman, Jim. I've no complaints on you. What's your trouble?"

"It's the men, Frank. They make me feel uncomfortable. Every time I come around, nobody talks. Everybody clams up. They just watch their machines and keep working."

"And you feel uncomfortable, huh? That's why you want to give up as a foreman after one month?"

"That's right. Something's wrong and I don't like it. The foreman in the next department goes down the line and everybody just acts natural."

"That's Joe Schmeer, isn't it?"

"Yeh. What's he got that I haven't got?"

"Ears, Jim. Just a pair of ears."

"Ears? What are you driving at Frank?"

"Well, Jim, your trouble sounds like the trouble I had years ago when I took my first job on supervision. I thought if I got out production on schedule, and didn't have any slowdowns or grievances, that was it."

"Isn't that right?"

"Only partly, Jim. I made the mistake of not taking a personal interest in my workers. I used to think, 'why

should I take a personal interest in them—they don't worry about me'. It didn't work. My men clammed up on me just like your men are doing. Incidentally, Joe Schmeer had the same experience three years ago when he was made foreman."

"He certainly hasn't got troubles now."

"That's right. He found some ears, too."

"What is this business about ears, Frank? I'm kind of confused."

"Just this—if you want the cooperation and good will of your employees, you've got to listen. Be broad-minded enough to let your employees talk over

their gripes and misunderstandings—even their personal problems with you. Sometimes, just talking over a problem, solves it."

"Say, wait a minute. Maybe I know what's wrong. The first week I was here, one of the men asked me about buying a television set. I was working on my production sheets—told him I was busy. Told him to take the matter up with the counselor in Personnel."

"How did the fellow react?"

"He just looked at me for a minute, and then walked out."

"Did you talk to him later?"

"No—in fact, I never thought about it until just now."

"Well, Jim, I'll bet a dollar to a doughnut he went right out and told the rest of your men that you thought your time was too valuable to waste on them. And brother, your name was mud from then on."

"I guess I was wrong to treat him like that."

"You're darn tootin' you were wrong, Jim. A man who thinks he isn't free to express himself—either because he's afraid of punishment or because his ideas won't be listened to—that man is resentful. His dignity as a human being and his self-respect have been insulted."

"But that was such a little thing, Frank."

"Little things can be important, sometimes. They're like weeds. If you don't take care of them, they grow wild and spread and get big. If you'd have listened to that worker's question about his television, you wouldn't want to quit your job now."

"And you blame it on my ears, eh?"

"Sure. We have no right to have ears unless we use them. Listen until you get all the facts before you answer. A pretty good formula is to *hear* the facts, then *study* the facts, and then come up with a *reliable* conclusion."

"But won't that waste a lot of time?"

"It might use time. But it won't waste it, because you'll get the confi-



His boss listened . . .

. . . his boss didn't.

dence of your men. And that's important. A leader requires the confidence of his men to get them to do what he wants."

"Suppose I did talk to every man that wanted to talk—lots of things I wouldn't know."

"Naturally! But maybe you could suggest somebody for him to see who would know. The important thing, Jim, is to make him realize you're interested in his problems. If you send him to someone else, give him the feeling you'd like to know the answer. You'll find out his attitude toward you will improve and it will help you, too."

"I'll admit that a good attitude in my men should make my job easier."

"It will. You're a fishing man, Jim, and you know a fish won't take a hook if it doesn't get a chance to open its mouth. That's true of men, too. They won't take your advice if you don't give them a chance to talk. But give one man a chance to talk, and he'll build a reputation for you by telling all his friends. Especially is it important to let a fellow talk if the situation is tense, if the man is argumentative, angry or unhappy."

"And just by talking, you think a man will cool off?"

"Sure! Let him talk—ask him questions—and nine times out of ten he'll talk himself into cooperation. But you've got to listen, Jim, really listen. Don't try to talk when he wants to talk."

"You mean, don't take over—is that it?"

"Right! I've seen supervisors try to out talk a man, and they tied a knot with their tongues they couldn't untie with their teeth. If you keep a man from talking, you just keep his emotions bottled up. Let him talk, and he'll settle back to normal."

"It looks like you sort of put your finger on my trouble, Frank. And the way you listened to me today showed me something else."

"What's that?"

"It showed me that an interest in my problems on your part made it possible to find an answer."

"How would you have felt if I'd told you to see the Personnel counselor?"

"It would have burned me up."

"And how would you have felt about me?"

"I guess I'd have thought you considered yourself too important to waste time on me."

"So now you can figure out why your men act like they do."

"I sure can. And you can bet I won't brush off the next guy who asks advice on a personal matter."

"Good boy, Jim. Now what do you think I ought to do about that payoff you asked for?"

"Tear it up, Frank. Do me a favor and forget all about it. I'm going out and polish up my ears. Maybe one of my men would like to borrow them for a while."

Human Relations

Edited By



and the art of
MANAGING

Dr. William Levy

The NAF Story

THE NAF story, a series of five short indoctrination talks, was used by the Atlanta Management Club to familiarize its membership with The National Association of Foremen. Each talk was developed to present a distinct phase of NAF's development, objectives, ethics, club services. All were designed to emphasize the work of the NAF in developing management unity and foremanship as a profession.

Each of the five parts was presented to the membership as a ten-minute spotlight talk by club officers as a part of the regularly scheduled monthly programs from February through June. During the coming year, the series will be combined into a one-hour indoctrination program and presented quarterly for the benefit of new members.

This indoctrination series was developed by the club officers and Board of Control of the Atlanta Management Club. The Atlanta Club had been operating for less than a year and was the only organization in the area affiliated with the NAF. Although most of its members enthusiastically supported the objectives and ethics, they were generally unaware of the work of the NAF in promoting these objectives and in rendering club services for building better management men. They needed and wanted more information about the Association.

The subject matter in "The NAF Story" is factual and informative. However, it was planned that the talks be presented in an inspirational manner in order to generate the greatest response and to do a better job in selling and promoting the NAF in the Atlanta area.

Part I of the NAF Story is called **BEHIND THE NAF**. It is based on Dr. Bathurst's talk at the Board Meeting in Dayton last December wherein he traced the history of foremanship during the past 25 years and the part played by the NAF in this development. To understand the NAF we must look behind it; historically, to understand the trend of the times in which it developed; psychologically, to comprehend the underlying desire of self-development that has motivated foremen to accomplish the NAF's objectives and purposes; organizationally, to recognize the services available to foremen through the facilities of the NAF.

Part II of the NAF Story is called **COMMON GOALS**. It explains the purposes, objectives, and goals of the NAF and what effect they have on the development of management men. In this part is discussed the four objectives of the NAF and how accomplishment of these objectives achieves unity in management and the personal development of the members of the management team.

Part III is called **MANAGEMENT PROFESSION**. It deals with the NAF Code of Ethics and the development of professional recognition of foremen as management men. For a long time, medicine, law, education and the ministry were the only recognized professions. Recently, accounting, engineering and certain other business activities have been recognized as possessing the attributes of professions. Before foremanship can attain a professional standing it must attain three important goals: (1) There must be available an extensive body of knowledge pertaining to Foremanship; (2) Foremen must possess a professional spirit and adhere to a recognized Code of Ethics; (3) Foremanship must render a valuable service to society as well as to industry.

Professional recognition is necessary among Foremen to achieve greater respect of the workers and of the general public. Professional status must be attained through a national organization. It cannot be done locally. The NAF is the only organization through which the goal of professional status for foremen can be achieved.

Part IV is called **GROW OR GO**. The title was derived from Dr. Levy's column in *MANAGE*. This part stresses the need for self-improvement by Foremen and the services of the NAF that can fill this need. True recognition and respect come through achievement. Foremen must become a part of management through their own accomplishments. They must develop themselves as leaders and improve their technical knowledge in safety, production, quality and costs. NAF services offer the means through which this self development can be accomplished.

Part V is called **THE ROAD AHEAD**. The first part is based on the possibilities of individual accomplishments and is taken from the NAF pamphlet *MY FUTURE*. The remainder of the talk is concerned with the

future of the NAF through promotion work, increased membership and expansion of club services to provide a greater opportunity for Management Men of America.

In management it's "Grow . . . or Go!"

Essays On Management

HERE is the ninth of ten essays submitted to us by John MacIntosh, now industrial consultant with Edwin S. Carman (Engineers), Cleveland, O.

THE LEECH

By J. N. MacIntosh

A MAN should be promoted strictly on his ability. The man who gets promotion through influence is a "leech". He sucks the blood out of merit.

The spirit of American business burns midnight oil. There is no magic formula that will erase honest effort. Great men get where they are by hard work—not by handshakes. Ability is something you cannot buy with bluff. It is the composite of experience and knowledge.

The "leech" must be given a wide berth. He should be informed that "pull" will play no part in promotion. Business today, needs men with "push" instead of "pull". Alert management will keep an open eye for the serious man . . . the man who is preparing himself for the better job . . . preparing in the old fashioned way. He is the guy that deserves a break—an opportunity.

Answer Please

Question—We will appreciate your advising us of (1) the purpose of your organization and (2) how it functions.
—R. S. B. (Seattle)

Answer — I'll attempt to answer briefly the questions you raise in your letter.

1. The purpose of the organization.

- (a) Uniting all levels of management into a smooth working team
- (b) Providing time-proven ways and means for self-development which result in the enrichment of personal life and improvement of work
- (c) Providing a tested means for pooling of ideas and resources and for mutual aid through a national association of management men
- (d) Promoting a professional spirit among management men of America thereby creating a set of principles and body of knowl-

edge to which all may subscribe.

2. How it functions.

It functions through the medium of the management club which contains all areas of management. There are two types (a) shop or company clubs where all members are from the same company and (b) city or area clubs where management men from various plants band together. There are nearly 300 shop clubs and approximately 40 city clubs in 36 states with approximately 42,000 members.

The governing body of NAF is its board of directors, over a hundred in number, who are democratically elected by the membership and established the policies of the organization. We are independent of any other organization.

This is a start in answering your inquiry. If you would like additional information or suggestions drop me another letter giving a few more specifics and I will go into greater detail.

Question—I am interested in finding out about other organizations that are currently functioning such as the Society for the Advancement of Management and the American Management Association.—W. J. N. (Kansas)

Answer—Enclosed is a copy of a brochure of the American Management Association which describes its functions and operations. For further information I would suggest that you write them direct. Lawrence A. Appley is the president and his offices are in New York. I am sure that they will answer any questions about their organization.

Regarding the Society for the Advancement of Management I would suggest that you contact either E. L. McGrath, president of the Williamson Heater Company or L. B. Murphy, vice president of the Williamson Heater Company (Cincinnati, Ohio).

Question—I am very much interested in getting a book that will be helpful to me in organizing and drilling a fire brigade. If you have such a book in your NAF Traveling Library will you please send it to me or any suggestions you might have will be most welcome
—G. E. F. (Ohio)

Answer—We do not have any books in our Traveling or Training Library which deals specifically with this subject. There are a number of them which deal with the general area of industrial safety, but I do not believe this would meet your requirements.

Here are a few suggestions that might help you with your problem.

- 1) You might contact the National Safety Council at Chicago; or the Division of Industrial Hygiene and Safety at Columbus. They have a very wide range of experience and

undoubtedly have some specific material that would apply to your problem.

- 2) Contact your local Fire Department. If they are typical of most communities they would be very willing to assist you in setting up a practical plan which would fit your particular company.
- 3) One of the most successful Fire Brigades is that of Pan American at Miami, Florida. This is set up especially for aircraft but if you are interested you might contact William Saltz (Pan American Airways, Latin American Div., Box 3311, Miami 31, Fla.) our NAF director in that area, and ask him for assistance. You can mention that I suggested you write him.

Question—We are thinking of conducting a panel discussion at one of our monthly meetings in the near future. As Chairman of the Program Committee, it will be my responsibility to plan it. Therefore, the purpose of this letter is to inquire whether you have any literature available concerning recommendations as to how such a panel discussion should be conducted. If no literature is available, any suggestions you may have will be appreciated. The subject for the discussion has not as yet been selected.—E. J. H. (Indiana)

Answer—This will acknowledge your letter about panel discussions. I do not have any literature at my finger tips on this subject but I will go into the matter and, in the meantime, will offer a few suggestions in this letter.

A panel discussion requires a very competent discussion leader or moderator who is independent in his judgment and does not inject his own opinions. Furthermore, he has the responsibility of keeping any member of the panel, as well as any participant, from being put on the spot.

The panel program should deal with problems, not personalities and care should be taken to avoid any mass gripe sessions which generate heat, not light. This requires considerable planning and the group must be prepared for what is coming.

Panel members may consist of representatives of manufacturing, sales, industrial relations, etc. You may have a definite subject, such as, "How Can We Develop Effective Supervisory-Worker Relationships"; "How Can We Keep Minor Human Relations Problems From Becoming Grievances"; "How Can We Eliminate Suspicious Attitudes of our Workers Toward the Company and Management"; etc.

Each panel member may then speak for from five to ten minutes, after which it is thrown open to questions by the audience. These questions may

(Turn to Page 29)

Management News

New coordinator for Columbus Club

Columbus, Ohio—The Foremen's Club of Columbus board of directors has announced the appointment of Frank N. Albanese of Columbus as new coordinator of the club, succeeding Edwin L. Knoebel, resigned.

Long time member of the NAF and chairman of the Columbus Club's Education Committee for two years, Albanese has, since a five year stint with the Air Forces as civilian supervisor trainer, been coordinator of veteran training for the Columbus Public Schools.

Graduate of Ohio State University in 1937 with a B.S. in Education, Albanese has devoted much time to conducting vocational courses at night in Columbus' Central High School, and giving supervisory training courses for local firms. When he gets time he pursues his favorite hobby of playing the trumpet.

He lives at 567 East Tulane Road in Columbus with his wife and two children. He is active in the Central Ohio Society of Training Directors.

Club President Richard E. McClaine, also announced appointment of a new Education Committee chairman for the balance of the club's 1950-51 year:

Larry Borosage, assistant superintendent of Trade and Industrial Education for the Ohio State Department of Education. He succeeds Dr. Robert Smith, who has gone to the University of Southern Illinois.

Borosage has been a member of the Club's Education Committee several years where he has taught supervision courses. He is a member of Ohio Adult Education Association and Ohio Vocational Association.

Mr. Borosage's industrial experiences include foremanship with Allis-Chalmers in Milwaukee and as a training department supervisor at Curtiss-Wright here.

New England Council has conference

Sterling, Mass.—Ray F. Monsalvatge, Jr., NAF area manager, was principal speaker and leader of the conference in club officer training held here December 2. Conference was arranged for members and guests of New England Area Officers Council of NAF affiliated clubs of that area in conjunction with this Council's fall program.

Evidence of interest was shown by the many questions and discussions that were carried on throughout this



When Railway and Industrial Engineering Company's Foreman Club President J. O. Hilewick, Jr. (left) presented plaque to member, Al Bierman, on his retirement as second longest-service man.

6-hour conference, attended by 26 members representing five area clubs—some who had traveled over 150 miles to attend.

Chairman was W. William Wirkkala, president of the New England Officers Council and former president of Worcester Presteel Management Club, as well as a recent recipient of the NAF's Club President Certificate awarded for meritorious NAF services. Mr. Wirkkala was ably assisted by John Vita, president of the Commonwealth Plastics Foremans Club, host club for this meeting.

Bernard J. Macker, NAF director, attended and was instrumental in the successful arrangements.

The next meeting of the Council will take place in Fitchburg, Mass. sometime in February, when the Independent Lock Management Club will be the Council's host club for that quarterly meeting.

Members attending: from COMMONWEALTH PLASTICS CORPORATION: John Vita, Robert Peek, Mary C. Senay, Toni Rabbuccio, William Anderson, Walter Gilbert, Amedeo Di Russo, Mario Del Born, Louis Charpentier; from INDEPENDENT LOCK CO.: Bernard J. Macker, William Radding, Jacob Bryniarski, George Patrique, Robert Bourque, Ciro Melano; from WORCESTER PRESSED STEEL COMPANY: Carroll C. Fletcher, Basil C. Kimball, Benjamin M. Pacek, Henry A. Gafvert, William Wirkkala; from SPRAGUE ELECTRIC CO.: Ray J. Calvi, Jack Shields; from SYLVANIA ELECTRIC: Edward A. Craddock, William C. Woods, Robert F. Needham, William Metter.—B. M. Pacek.

Execs in panel for Maytagers

Newton, Iowa—November's meeting of the Maytag Management Club featured a panel discussion led by R. E. Vance, assistant to President Maytag. Others on the panel included



NEW CLUB COORDINATOR AT COLUMBUS—President Richard E. McClaine of the Foremen's Club of Columbus (center) looking over club plans with his newest associates, Frank N. Albanese (left), newly appointed coordinator, and Larry Borosage, new chairman of the Education Committee. The two men will be introduced to the Club's membership at the January dinner meeting to be sponsored by McClaine's company, The Buckeye Steel Castings Company.



When Pittsburgh Coke & Chemical's President R. M. Marshall (right) was honored by his management club members (right photo) on his 60th birthday.



I. A. Rose, vice-president in charge of manufacturing; G. M. Umbreit, executive vice-president and treasurer; and R. A. Bradt, vice-president in charge of merchandising. Each member of the panel discussed his own particular phase of Maytag's present and future plan of operations and included a consideration of possible adjustment to a war economy.

After the discussion by members of the Maytag executive group, questions were asked from the floor on various phases of the reports made by the panel.

E. G. Stephenson, factory engineer at Maytag's automatic washer plant, was elected president for the Club

for 1951. Serving with Stephenson as vice-presidents are Tom Ryder of Plant 2 and Tom Logan of Plant 1. Dave Armbruster was elected secretary and Harold Paschal is treasurer-elect.

New Board members include H. S. Bicknell, George Scarbrough, I. M. Sherrick, Charles Jensen, Harold Wylie, Rex Gibson.

Area conference for Battle Creek men

Battle Creek, Mich.—Battle Creek area Foremen's clubs will sponsor the second annual management training

forum here at the W. K. Kellogg auditorium on February 17.

The first forum for management personnel in a 75-mile radius of Battle Creek was held last February. It was attended by 900 foremen, supervisors, and executives from industries in south-central Michigan.

Sponsor of the forum will again be the Battle Creek area Council of Foremen's clubs affiliated with The National Association of Foremen. Those clubs are the Foremen's club of Battle Creek, the Clark Foremen's club, the Oliver Management club, the Post Cereals Foremen's club, and the Foremen's and Supervisor's club of the Union Steel Products Co. of Albion.

Theme of the 1951 forum will be "The Foreman's Part in the Challenge of Tomorrow." There will be general assemblies in the morning and afternoon, and numerous discussion sections dealing with specific problems of industrial supervision.

Invitations will be sent to industries in Grand Rapids, Kalamazoo, Jackson, Lansing, Albion, St. Joseph, Buchanan, Niles, and other communities.

General chairman is Charles R. Clark of the Oliver Corp. Battle Creek plant. Other committee chairmen are Max Wheeler of the Michigan Carton Co., ways and means; Thomas Davis of United Steel & Wire Co., registration; Charles W. Lent of Oliver, conferences; Robert S. Hale, director of industrial training in the Battle Creek public schools, properties; Edward Merritt of the Union Steel Products Co., Albion, welcoming; Stanley Tobias of the Kellogg Co., entertainment; and programs and publicity, Rudolph Habermann of the Chamber of Commerce and Richard Corey of the Clark Equipment Co.



COMMUNITY RELATIONS IN ACTION—Spokesmen at the Nashville-Crosley Management Club meeting, at which time the Club agreed to sponsor a Red Cross blood donor program, were: (left to right) Matt B. Pilcher, Nashville investment banker; E. B. Stahlman, Jr., executive director of the NASHVILLE BANNER; Quincy Hall, Management Club president, and George S. Hastings, director of industrial and public relations, Aladdin Industries.

He: "Do you shrink from kissing?"

She: "I'd be nothing but skin and bones if I did."

MANAGE January 1951

New Year's Greetings

from

the editors . . .

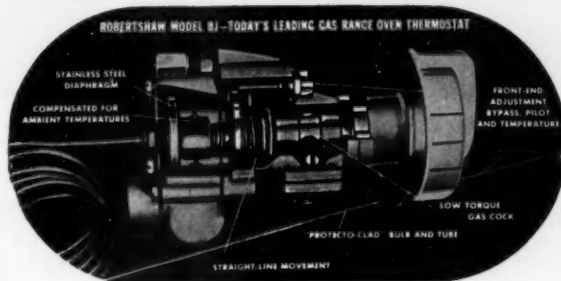
and

their best wishes for 1951

10,000.000

IN USE

In addition to these important features Model BJ Thermostats have an important hidden quality that no camera can record. It's the "know-how" accumulated through fifty years of experience producing efficient, dependable controls for a wide variety of uses in home and industry.



In home and industry, EVERYTHING'S UNDER CONTROL



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CONTROLS COMPANY

GREENSBURG, PENNSYLVANIA

ROBERTSHAW THERMOSTAT DIVISION, Thompson, Pennsylvania GRAYSON CONTROLS DIVISION, Lynwood, California
FULTON SYMPHON DIVISION, Knoxville, Tennessee AMERICAN THERMISTERS DIVISION, St. Louis, Missouri
BROADBENT THERMOSTAT DIVISION, Indianapolis, Connecticut

Field made Williamson Heater vice president

Cincinnati—Because of his many activities in the field of foremanship and his affiliation with The National Assn. of Foremen, many *MANAGE* readers will be interested to hear that J. B. (Buck) Field of Williamson Heater Co., has been named a company vice president.

Born in the Blue Grass State (Kentucky) in 1909, he attended Kentucky schools, graduating from Falmouth High School in 1928—later attended evening college. Subjects: Motion and Time Study, Production Planning, Business Administration.

Employment began with The Williamson Heater Company in 1934. Since that time has served in following capacities: stock boy, shipping clerk, sheet metal worker, sheet metal worker shipping foreman, sheet metal production control foreman, light sheet metal production foreman.

During the war years served as foreman of Armor Plate Department and Air Craft Department. Since conclusion of armament production has served in these capacities: Sheet Metal



J. P. (Buck) Field, new vice president of The Williamson Heater Company, has long been a member of The National Association of Foremen.



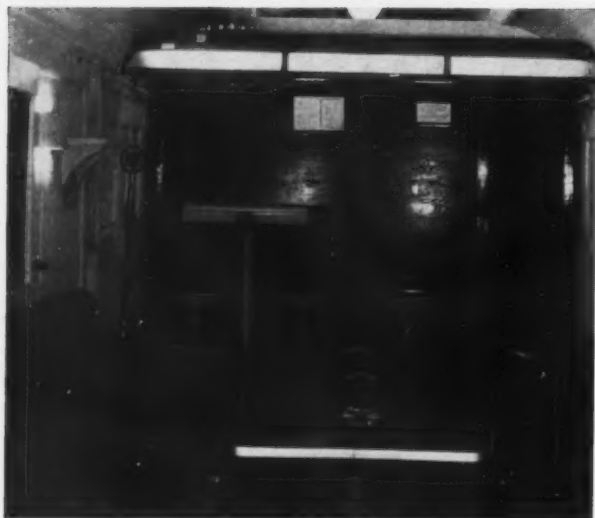
superintendent, manager of Steel Fabricating Division, resident manager, Madison (Indiana) plant, factory manager, Oakley plant, manager of Fittings Sales and manager of Light Sheet Metal Products Division (this position includes both production and sales). He's a member and past chairman of the Factory Board of Executives; a member and past chairman of the Sales Board (both boards operate under our multiple management plan); a trustee and past chairman of The Williamson Heater Company's Employees Trust. Other activities include: member and past president of the Foremen's Club of Greater Cincinnati and director of The National Assn. of Foremen; member of the Industrial Relations Committee of the Cincinnati Industrial Institute.

Married, father of four children, he spends his leisure time with family either fishing, hunting, playing golf, or picnicking.

Foreman: "I understand your grandmother is the old-fashioned type who still toils at the spinning wheel. Does she earn much?"

Joe: "Well, last night she won \$50 on red."

MANAGE January 1951



MANAGEMENT CLUB MEETS IN RAILROAD CAR—Views inside railroad car converted into club meeting room by management of the Chicago Hardware Foundry Company, North Chicago, Illinois.



Car is kept on siding and is available to the "CHF" Management Club for regular meetings. Car is equipped with amplification system, has a seating capacity of 50.

Chicago foremen meet in 'club car'

North Chicago, Ill.—Sometime ago, the Chicago Hardware Foundry Company purchased a combination baggage and mail car. It was in excellent condition but had been made obsolete by new government regulations.

The Company's purpose was to provide a meeting place for foremen, and for conferences, customers, and exhibition of products at sales meetings.

When received, the car contained complete mail and baggage room equipment which was removed, giving two rooms of 30 and 35 foot lengths to be equipped for club purposes. Fifteen feet of the baggage room was converted to a bar and kitchen with electric stove, electric refrigeration, water tanks, sinks, and cooling equipment. Section was so constructed as to be completely locked off from the remainder of the car when so wanted.

Reconditioned seat cushions from passenger coaches were used to provide lengthwise lounge seats for both sections. In the opposite end a bulkhead was built to make a space approximately eight feet long for washroom, toilet, janitor's locker room. New lighting equipment was installed with adequate switchboard locker to control lighting, heating, ventilating fans. Plastic drapes were provided for windows and blocked off doors. With two-tone painting, the interior was completed except for heating which was provided by an oil heater and circulating fans.

Electric power is supplied by a cable which can be connected to various buildings wherever the car is spotted. Radio, public speaker system, and plant telephone were installed.

The car is available at all times and can be used on one hour's notice (the time required to water, ice and ventilate).

Chairs and tables were supplied by our hotel and restaurant division making it possible to serve a full meal to as many as 50 persons at one sitting.

Practically all the equipment was given by members and friends of the Company. The Company donated the labor and a few pieces of new equipment.

The car, 65 feet long inside, is equipped with modern six-wheel trucks, weighs approximately 110,000



Entering the "CHF" Management Club Quarters: (left to right) Richard Milewski, Machine Shop foreman, V. P. of the Club; Fred Bender, chief inspector, Club secretary; Gordon Hunt, Enameling foreman, Club president; (front row) Walter Natzke, Warehouse foreman; James Fagen, Cleaning Room foreman and Club treasurer; Ignatz Gont, Molding foreman; and Walter Pochilo, Pattern foreman.

pounds, was built by the Pullman. It is so maintained as to be in condition to be moved anywhere in our plant as well as outside the plant on any railroad. With the recent completion of all plans, it is expected the car will be put to further use for meetings, lectures, exhibits.

The Foremen's Club has been the most constant customer to date—reports it ideal except where attendance exceeds 60 persons. A nearby catering service makes it possible to provide any food requirement on very short notice. The club car has unlimited possibility for emergency use as has already been demonstrated on several occasions.

Company Vice President Frank J. Sherwin planned and directed the entire project with the assistance and suggestions of various members of the supervisory force.

Columbia University ties foremen into personnel conference

New York—A "Conference on Industrial Personnel" at Columbia University will be held March 19 to 23, 1951.

Under the theme of "The Frontiers of Personnel Administration," certain new concepts of personnel administration will be presented in lectures and round-table clinic discussions.

Of major interest is the fact that "each company represented will send both a top personnel executive as well as a first-line supervisor to the conference. We believe this is the first time that foremen, who must implement



NEW MANAGEMENT CLUB—When Foremen's Club of New York Air Brake Company was chartered in The National Association of Foremen in late November (from left—seated): Hartley Eaton, Carborundum Co., Niagara Falls, N. Y., representing Association; Wayne Baldwin, new Club president; Dr. Arthur Secord, Brooklyn College, speaker; L. K. Silcox, Company executive vice president; (standing): C. B. Whitney, Club treasurer; Robert Hess, asst. to executive vice president; Wm. Sweetman, vice president and Clifford Madden, secretary respectively of the Club. Mr. Silcox also spoke, pointing out that the united effort of their management group would insure the future success of Air Brake.

and carry out policies, have had an opportunity to express, in such a conference, their thoughts and reactions to personnel administration ideas in the formative stage . . . before management's adoption. We believe the conference will develop, on the part of the foreman, an understanding of what personnel executives are attempting to do and why, and that the personnel executive will be reminded of how foremen think and feel and of

the position of the foreman in the modern industrial organization."

Conference topics: Communications; Design for Communications; The Theory of Joint Participation; The Practice of Joint Participation; Occupational Guidance in Industry; Budgeting of Employment; Personnel and the Community; Flexibility and Tolerances in Personnel Systems.

Crosley group gives Red Cross blood

Nashville, Tenn.—Continuing its tradition of public service, the Management Club of Crosley's Nashville plant recently embarked upon a program of supplying much-needed blood to the American Red Cross.

Demands for whole blood and its derivatives, increased by battle casualties in Korea, brought the Nashville Blood Center to a dangerous low, and the local press had appealed to the citizenry for volunteer donors. Management men of the Crosley Nashville plant were quick to see another opportunity for sponsoring the type program which has made the organization outstanding in the community.

In response to the Red Cross appeal, the club's Board of Control favorably viewed the project of obtaining blood donors from the membership. Presented at the December meeting by prominent spokesmen for the cause, the plan was adopted without a dissenting vote.

E. B. Stahlman, Jr., executive director of the NASHVILLE BANNER, was the principal speaker in behalf of the Blood Center. He pointed out that the



TEXACO OFFICIAL ADDRESSES TWA CLUB—Aubrey Keif (left), aviation sales manager of the Texas Company, was principal speaker at November meeting of Trans World Airlines Management Club in Kansas City. At right is D. W. Heep, TWA manager of ground service and president of the Kansas City Chapter.



R. F. Monsalvatge, Jr. Northeast Area Manager of The National Association of Foremen was main speaker at December's meeting of Production Council, Pittsburgh Plate Glass Co., Newark, N. J., Paint Division at Newark. Mr. Monsalvatge gave an interesting talk, the Club reports, on the NAF and its various services for member groups. A sleight-of-hand artist and magic trick performer, he performed several tricks of cunning during the informal get-together after the meeting. Left to right: Clark Bremseth, Mr. Monsalvatge, Charles Burnett, John Rodgers.

voluntary contribution of blood was a "life-saving matter". He reminded the club members that the management organization had a reputation for making a success of every project that it had ever espoused.

Prior to announcing the proposed plan, the meeting place of the Management Club was decorated with graphic posters portraying the human need for blood gratuitously supplied. Appropriate literature was also distributed to the membership.

Human need is a yardstick used by the Nashville club in measuring the merits of club programs. Through the Management Club, such projects as

plant solicitations for the Community Chest and the Red Cross are conducted. At Christmas time, the club donates liberally to needy families. A smoothly functioning organization, the club invariably executes its missions with maximum efficiency. In the past, it has received frequent commendations from civic leaders for the type of work it does.

Two NAF officials who attended the December meeting were, Harry Williams, of the Victor Chemical Company's Nashville plant, a Tennessee NAF director and J. V. Kappler, NAF regional manager. Quincy Hall, club president, presided at the meeting.

W. Penna. Conference

Pittsburgh—The Second Annual Industrial Management Conference sponsored by the Western Pennsylvania Affiliated Clubs of the "NAF" will be held at Hotel William Penn, Pittsburgh, January 26 at 6:30 p.m.

General Chairman W. G. White and his committee announce the program presenting Ross L. Leffler, assistant to president, United States Steel Corporation as moderator; William P. Withrow, president of Blaw-Knox Company, speaking on "Human Relations in Management"; and Seward H. French Jr., assistant to president in charge of industrial and public relations, Crucible Steel Company of America, speaking on "The Foremen's Responsibility in Today's Management".

Invocation will be by Rev. C. E. Macartney, First Presbyterian Church of Pittsburgh and the Blaw-Knox Division "Tune-Timers" will render vocal selections.

The Conference, jointly sponsored by the Robert Morris School, is being held in the Ballroom by popular demand and a capacity attendance of 850 is expected. Reservations may be made through Carl F. Bartley, conference secretary, Pittsburgh Screw and Bolt Company, Pittsburgh 30, Pa.—J. C. Smith.

Said the lady, shaking hands with the preacher after the service: "Wonderful sermon! Everything you said applies to somebody or other I know."

A girl acquires a bad reputation who doesn't "no" enough.

Sandy bought two tickets on a raffle and won a \$2,000 car. But when friends called him to congratulate him, they found him very dejected.

"Why, mon, what's the matter wi' ye?" they asked.

"It's that second ticket," mourned Sandy, "I canna imagine why I ever bought it."



At December's meeting of Sherwin-Williams Management Club, Chicago when guests included the Senior Club, Junior Club and Will-Sher-Win Club. At speaker's table (from left): H. B. Einbecker, assistant general plant superintendent; W. A. Miller, general plant



superintendent; M. J. Fortier, general manager; F. J. Danahy, president, Management Club; Mrs. Neva Grady, president, Will-Sher-Win Club; M. B. Unger, president, Junior Club.

Management Club Briefs

ARTHUR DEDE, Brooklyn Dodger scout was November guest speaker at Kings County Management Club, Brooklyn. . . .

Some 300 attended annual ladies night of Post Cereals (General Foods) Foremen's Club in December at Battle Creek, Mich. Wives of supervisors toured husband's work areas for first time. At November meeting, waxing operations in Carton-Container Divn. were outlined by Foreman Don Wallace. . . .

Brush Division Management Club of Pittsburgh Plate Glass Company reports gains from a two-day training course conducted in November at the Baltimore Club by NAF's R. F. Monsalvatge, Jr. . . .

M. J. Fortier, company executive vice president told the Sherwin-Williams Management Club (Chicago) meeting in December that four factors contributed to company's past year success: (1) teamwork; (2) better inventory planning; (3) new products; (4) better correlation between departments. Nick Persennaire was honored for his 50 years of service. . . .

Pittsburgh Coke & Chemical's President R. M. Marshall was honored in November by their management club for his leadership and attendance at club meetings, was presented a wrist watch (60th birthday present), at Coraopolis, Pa. Mr. Marshall urged his younger management members to maintain a relentless fighting spirit, emphasized importance of protecting American heritage and freedom regardless of personal sacrifice. . . .

Briggs Management Club of Evansville (Ind.) held ladies' night in November with 279 attending to hear Colonel Jack Major on "Taxes, Women and Hogs." Last year's skit by club members McKain, Baker, Wilke, Faust, and Jarvis was re-enacted by special request. . . .

Huntington (W. Va.) Foreman-Managers Club had a full-dress Harding College "This Is Our Problem" presentation by the institution's John M. Schrade in November. This presentation on preserving the capitalist system has been programmed by several management clubs. . . .

Foremen at Railway and Industrial Engineering Company, Greensburg, Pa., recently were treated to a charted and illustrated discussion on "Why Advertising and Sales Promotion", given by the Company's Advertising Manager Eric Zimmerman. . . .

Dean Paul A. McGhee of Division of General Education and Dr. William D. Glenn, Jr., director of Testing and Advisement Center of New York University were on the program of Queens Management Club at Long Island City, N. Y. in November. The former outlined the school's Management Institute and pointed up principles of good supervision—Dr. Glenn spoke on personnel selection. Roy Bryant of Durkee Foods introduced the speakers.

Employment Relations

(From Page 6)

building trade dispute where a union picketed to obtain a closed shop, an illegal objective under Maine law.

Union attorneys have been quick to pick this up, and have told state representatives of various unions not to oppose state limitations on picketing on free speech grounds principles, inasmuch as Congress in its Taft-Hartley Act has pre-empted the field and the states are, therefore, powerless to legislate.

Revenue Bureau Rules On Negotiated Pension Plans

EVER since the negotiation of many pension plans with unions in the last year, there have been these questions in the minds of many in connection with the Internal Revenue Bureau's position:

- 1) Will the typical pension plan, resulting from collective bargaining, satisfy the rigid requirements for qualification and tax exemption?
- 2) Will the employer get income tax deduction for his contribution to the plan?

The commissioner has recently issued the first public ruling on this subject, and while it answers some, but not all, the questions, it is at least a favorable indication. Of particular importance is the statement in the commissioner's decision that a pension plan will not be denied qualification merely because the union contract does not permit the employers to continue the plan beyond the term of the contract itself. Undoubtedly the personnel departments of the various companies, whose supervisors read this column, will be in full possession of this information.

The New Year

WE are now in 1951, a year which, because of the grave national situation, will try the souls of those who make up the management of American business. During this year may we all be possessed with the determination, fortitude and the courage to meet aggravating and distressing situations. Let us keep steadfast in our

Tips



MEET YOUR FOREMAN

IN one industrial plant in the Midwest, a monthly calendar is distributed to all the factory workers. Entitled "Meet Your Foreman", each month's calendar is billfold size and contains days of month, with holidays noted on which the plant will close down. Each such calendar features a photograph of one of the factory foremen—and a brief resume of his favorite sports, background, former places employed, all of which make the foreman something more than just a "signature on a letter" to the calendar reader.

minds the simple, truthful fundamentals on which our government has been established, namely, that we elect those who run our government and that the government is our servant—not the master and we its slaves. We must survive the trying times ahead and preserve our freedom at any cost—and the succeeding generations will bless us.

Rejects

(From Page 7)

cent of all rejects are the fault of management; another article makes a similar statement. This claim probably holds true throughout the country.

These writers are not necessarily referring to "Top Management". They are referring to "Supervision" . . . you and me. This is because of our laxity in keeping abreast of what's going on, such as allowing equipment to deteriorate, poor follow through on our part, even failure to take required action. An example of this is the failure to recognize inspection information which repeatedly points out trouble.

The only time we look at an inspection report is to find out how many good pieces were produced. No one ever pays any attention to the bad ones, unless the bad ones are tying up production, and then we really go to town and salvage enough to make deliveries. As soon as we have enough pieces salvaged to meet requirements, the job is forgotten, only to have the same thing recur on future production. (Of course, we realize these things only happen at Timken.)

In our company we are gradually getting away from these old faults. All of us now realize that there is only one answer: to make a thorough investigation of our problems, apply the corrective action, then control it from there on.

The controlling of various operations requires consistent follow up and vigilance. There are very few manufacturing operations that stay put.

By keeping in touch with final inspections, and by close observation of the control charts in his department, the supervisor can readily spot the troublesome operations. By applying corrective action immediately, the operation will be kept in a state of control.

Top Management Shares Blame

Quite naturally top managements are depending upon the foremen and other supervision to make quality and keep their costs at a minimum. However, there are times when some of the difficulties encountered are beyond the control of the departmental foreman.

Foremen in most manufacturing plants today are very busy people. One of their main functions is to keep the production lines moving. This in itself is quite a job. Foremen get involved in many details: following material, fol-

lowing tools, set ups, keeping the machines running. Quite often they need help in running down various troubles.

We, at Timken, have realized this for the past four years—are furnishing help to the foreman by way of "Quality Control Investigators". This group comes under the supervision of the master mechanic, and is assigned to follow the bad quality items.

Records are kept of their analyses. Results are followed in weekly Quality Control follow-up meetings. The success we have had with Quality Control can be attributed to the efforts of the manufacturing supervision and the Quality Control investigators.

In our opinion, investigation is the heart of any Quality Control program. Due to this effort, which in a sense can be called "research", we develop many new ideas and we are constantly finding better ways and means of manufacturing.

We very often hear it said that a Quality Control program cannot be successful unless it has the support of top management. This is quite true. However, that is only the beginning.

In order for Quality Control to be thoroughly successful every supervisor, every operator—those people who actually do the work—must likewise be sold on it. You will find that selling the Quality Control idea is one of the biggest problems.

Selling Quality Control is just like selling anything else. You must be persistent. Keep it in front of people constantly. Keep talking about it. Above all, know what you're talking about.

In fact, I've talked about it so much, even at home, to a point where my wife has become extremely interested. Just the other day she asked me why I didn't apply some of my Quality Control efficiency on the odd jobs around the house. (I guess I over-sold this at home.)

Selling The Operator

The job of selling the operator—the actual producer—is not too difficult. At first these men pay very little attention. However, they soon begin to realize that we are actually helping them and correcting some of the things they have complained about for a long time.

There is one sure way of getting operator cooperation and that is to prove to him that we are doing everything possible to correct his troubles. If we are to expect these people to show interest we must lead the way by showing an interest ourselves.

Foremen and operators have been too far apart. There is a tendency to pass up the operator's opinion. Instead we should take advantage of their experience. After all, they live with the job day in and day out and perhaps know more about it than anyone else. If you want to make a quick run down of some trouble, ask the operator.

Quality Control has helped tremendously in creating operator interest. We have noticed that these men are more than anxious to show you their good workmanship. This has been especially observed when escorting visitors through our plant.

Many people from various parts of the United States have visited our plant to view our Quality Control set up. We have had men from England, Sweden, Spain.

During these visits, pieces are taken at random and inspected for them. It is interesting to note how proud our operators are. They get right in there and show these people the quality they are producing.

That is pride of workmanship—a valuable asset—something that money can't buy.

When we, as supervisors, show interest in our people, they will reciprocate and show interest in us. If we go about our work in slipshod fashion, don't blame the operator if he does the same thing.

Applying Quality Control in a company like ours which produces 500 different design axles involving more than 12,000 specifications, is by no means an easy job.

We have been developing this system in our plants for the past four years. It is just within the last year or so that the over-all results are beginning to show. Some operations are cleared up in a hurry. Others take time. You cannot expect to get overnight results.

The type of business that we are in presents many quality problems. However, with Quality Control we are able to spot these bad items and in these places we are applying our greatest effort. It is true that we are more successful on longer running jobs. However, we do very well on the short runs also.

And while we have made wonderful progress in the way of quality improvement at lower costs, we are by no means satisfied. We're not trying to create an impression that we are perfect. We never expect to reach that state, because perfection is an impossibility.

Our aim is to control the quality of our product within a normal level, and by so doing we expect to make the Timken product the best that money can buy.

So our advice to the foreman is to learn something about the Quality Control technique. Apply it to some job in your department that gives you trouble. Solicit the aid of your Quality Control Department. You will find them more than eager to help and I am sure the results will convince you that it is one of the greatest tools that has come into industry in many years.

We have spent more money buying peanuts than we have spent buying jet interceptor planes.—Henry Taylor.

Overtime

(From Page 9)

- (b) How many hours do you spend on such work? Each day _____
Each Week _____
- (12) What is your primary duty? _____
- (13) In what matters do you exercise discretion? _____
- (14) Who supervises your work? _____
- (15) Who hires the employees under your supervision? _____
- (16) Who fires the employees under your supervision? _____
- (17) Do you make recommendations for the hiring or firing or other change of status of the employees under your supervision? _____
(a) Are these recommendations usually given weight? _____
- (18) How much are you paid and on what basis? _____
- (19) Do you have a wage agreement with the company? _____ If so, what does it include? _____
- (20) Does your salary include overtime at time and one-half for hours over 40 per week? _____
- (21) Do you receive any extra money in the nature of bonuses, commissions, etc.? _____
Yes or no _____
(a) If the answer is "yes", explain: _____
- (22) Does the company maintain an accurate record of the hours you work? _____
- (23) Remarks: _____
- Witnessed by: _____
Signature of Employee _____
Title: _____

Human Relations-Levy

(From Page 20)

be written on cards and passed in to the moderator or you might use a traveling mike in which the member stands up, identifies himself, and raises his question.

Some clubs have used what they call "Why do we—Why don't we?" Programs where the members write on cards or ask over the mike "Why do we (or) Why don't we (do thus and so)?"

One club devoted a meeting to a discussion held around a recording made of one day in the plant manager's office. This generated considerable discussion.

Knowing your group I do not think you would have too much difficulty in generating discussions. However, to protect the moderator I would have a few questions on hand for each of the panel members after they conclude their initial talks, and, might even go so far as to plant a few questions out in the audience to get things started.

I would suggest that in initial panel meetings you build them around general problems which affect everyone in the plant, rather than start right off with a production problem or something very specific which might get out of hand if the men were not completely versed on the purpose of a panel discussion. This is a matter of opinion, however.

MANAGE January 1951

I would further caution you against the possibility of a panel discussion meeting being used as an overhead meeting which amounts to someone in the line organization using his authority to put across certain points.

If you want the full benefit of a panel type meeting there should be a clear understanding that what members in senior management say will not be used against them outside of the meeting and similarly that which the junior members of management say will not be used against them outside of the meeting. In other words, an atmosphere of confidence and understanding should be established. It is a situation where people meet to discuss problems and are equally competent to contribute to the problems at hand.

Question—Can you give me any good ideas which you have seen for raising money for a Convention—without liquor or gambling?—F. S. (Ohio)

Answer—Here are a few ideas that might work under the conditions you outline:

- 1) White Elephant Sale.—A "white elephant" is anything of no value to the present owner but which could be of value to another person. The items may consist of anything from a Christmas tie to an old lamp. The items are donated by members and can be wrapped to hide the identity or can be exposed so the bidder knows what he is purchasing. To

further stimulate the bidding a ten dollar bill may be concealed in a vase or a similar item. Get someone with a little personality to serve as auctioneer. (One of our smaller clubs used this technique with a membership of about 60 and came up with a profit of \$217.00.)

- 2) Convention Brochure.—Since the group consists of industrial nurses they undoubtedly purchase supplies and materials from a number of drug houses, etc. Why not approach the salesmen for these houses and ask them to take a page or a half page of advertising in the Convention Program at \$10 a page. (One of our clubs with 150 members used this technique in connection with a minstrel show and got 46 pages at \$100 a page.)
- 3) Dance or Show.—I do not know the size of this organization but several of our clubs have held dances and made money. Another possibility is to sponsor a show where you bring in talent and sell tickets to the public. This requires considerable promotion.
- 4) Industrial Exhibit.—Still another possibility is an industrial exhibit where the various companies exhibit their products and pay for the space which they occupy. This type of activity is thrown open to the public free and usually has a hobby show or some other feature as an added attraction.



CLUB PAYS TRIBUTE TO NEWSPAPERS—At recent meeting of Bendix Supervisors Club in South Bend, Indiana, when following their annual custom, this club celebrated National Newspaper Week—invited a representative of the local press to participate. Author and Foreign Correspondent Louis L. Alber of Cleveland spoke to an overflow crowd on "Kramlin Blueprint." John Carroll, City Editor of the "South Bend Tribune" was honor guest. From left: John Appleton (V. P.); Mr. Alber; Willis Van Derbeck (P.); Mr. Carroll; Donald Carter (T.).

SAFETY SALON

Organized Confusion . . . For Safety Supervisors?

WHATEVER variations exist in foreman responsibility and authority in other areas, most management holds him responsible for effective safety and usually clothes him with the needed authority to insure it.

In their book "Vitalizing the Foreman's Role in Management" by Glenn and Robert L. Gardiner (McGraw-Hill—1949), the authors state: "Accident prevention is recognized as both a legal and moral obligation of management. In fulfilling this responsibility, management recognizes the supervisor as its representative and spokesman." In the same chapter (it's entitled "Where Foremen 'Carry The Ball'"), discussing one company's Joint (union-management) Safety Program: "Supervisors and union members of departmental joint safety committees should keep clearly in mind that the cooperation of management and the union in safety is not intended to eliminate, take over, or reduce the responsibility of supervisors for safety. Therefore, supervisors should not expect or encourage union members to direct or discipline workers in regard to safety. On the other hand, union members should not encroach upon supervision's functions by giving orders or directions."

In his book "Industrial Accident Prevention" (McGraw-Hill—3rd edition, 1950), H. W. Heinrich of Travelers Insurance Company says: "One important fact stands out clearly: it makes little difference whether faulty conditions exist because the workman is remiss or because the foreman is lax. The conditions can best be corrected by the foreman . . . From every point of view, it is evident that, once the program has been approved and has received executive support, dependence for results must be placed largely on the foreman."

However, he points out that in most instances the knowledge of how to get these results is gained entirely by "long and often painful experience"—says "Supervisory training courses are relatively infrequent and in too many cases they consist in the presentation of uncorrelated facts, hints, ideas, and much generality dealing with human relations."

He backs up his contention in a chapter entirely devoted to a "Formula For Supervision." It is well worth reading in full. We'll digest only the highlights.

In it he says that "direct instruction in the art of supervision is the immedi-

ate need, and it is in this field that industry is weak." (Here he refers to the entire field of supervision—over production, waste, etc. as well as safety.) He cites the case of an intelligent young man with an engineering-college education who had just completed one of the most complete supervisory training courses known to the author. This trainee had said:

I now have my certificate, the blessing of the instructor, and the notice of my first appointment to a supervisory job. I have the material that was distributed. There's a stack of it over a foot high including a tome on psychology and human engineering. I also have a wealth of my own notes relating to what seemed to me to be the highlights of the course.

All of this should make me confident of success, yet I am thoroughly bewildered and uncertain. It makes me think of the bit of cynicism that goes, "At last we have succeeded in converting absolute chaos into well-regimented confusion."

Inasmuch as it hasn't been done for me, I have been obliged to condense my acquired knowledge to a set of rules, admonitions, or guides for successful supervisory performance. Here they are, at least most of those I have been impressed by:

1. Deal with people as human beings, not machines.
2. Lead, don't drive or push.
3. Get people to like and respect you, create loyalty, win cooperation, instill confidence, build morale, and make men feel that they belong.
4. Listen to grievances.
5. Give credit when due, and time it psychologically . . .

Altogether, the trainee had listed 25 such guides. Continued the trainee:

There were many more ideas, but I just can't recall them now. They are all good, undoubtedly all are essential, but they are not related to each other in any orderly way. Nor have I been told of any framework or basic structure into which I can fit them.

When I start on my supervisor's job tomorrow I know I'll immediately be confronted with the need of handling certain problems. One of them may be a minor or even a major grievance, someone may be unhappy, stubborn, or even insubordinate, errors and mistakes may have to be corrected.

What I would like to know is what to do, what to say, and how to handle the problem. I agree with all 25 of the things on my list, but for the life of me I can't see how I can apply all of them at once, nor have I a clear idea which one of them best suits a particular problem . . .

Says the author: "These remarks of the trainee are typical. Libraries are full of material on various phases of supervision . . . books, pamphlets, lectures . . . [which] describe, preach, prove need and value, philosophize, and generalize, but until now, do not tell how."

What is needed is a simple formula, says Heinrich—one that can be memorized, understood, and applied to any and all supervisory situations and

problems. He recommends one (we only state it here):

- 1) Identify the problem.
- 2) Find and verify the reason for the existence of the problem.
- 3) Select the appropriate remedy.
- 4) Apply the remedy.

He then elaborates on the "Kinds of Supervisory Problems" and discusses application of his formula.

* * *

We certainly recognize the genuine need of supervisors for more specifics and fewer generalities in their preparation for a supervisory function. Management might profitably re-examine all their supervisory educational programs, whether in safety, production, or other phases, with an eye to eliminating much of the "well-regimented confusion" and substituting more and more specifics which tell "what to do" and "how to do it."

250 Plants Have 1258 Members In "Wise Owl Clubs"

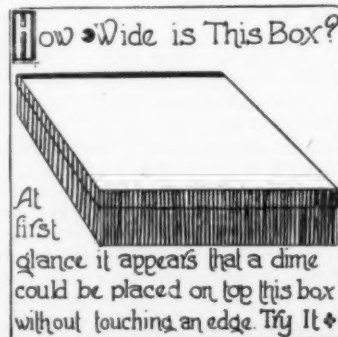
SETTING their sights on eventually eliminating industrial accidents causing blindness, the National Society for the Prevention of Blindness continues to organize "Wise Owl Clubs" in industry's plants across America.

More than 250 plants employing some 400,000 have enrolled 1,258 members—membership made up of people who have escaped loss of vision in serious industrial accidents because they wore eye protection. Under these circumstances, an individual becomes eligible for membership in what some have called the most exclusive club in the world—the Wise Owl Club of America.

Determining eligibility of employees for club membership requires careful consideration by a plant committee. There must be positive evidence that vision has been saved, not merely that the employee has escaped a minor eye injury.

Information on the movement for eye protection may be secured from The National Society for the Prevention of Blindness, Inc., 1790 Broadway, New York 19, N. Y.

In management it's "Grow . . . or Go!"



the Foreman Market

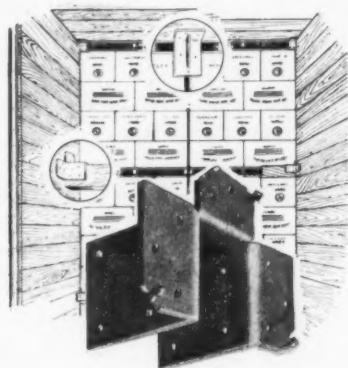
for plant tools
and equipment

New shipping cleats

Dallas, Texas—The National Dunnage Company here, manufacturers of the PEYTON SPUR CLEATS, has developed six new cleats for holding pallets, gates and cross bar members to reduce freight loss and damage in transit.

The oblique corner spur—used in all PEYTON SPUR CLEATS—drives deeper into car siding or floor by pressure from behind.

In addition to holding pallets, gates and cross bar members to secure loads of prod-



ucts shipped in barrels, bags, refrigerators, washing machines, packing cases, etc., these new cleats readily lend themselves for "hold-downs" over barrels, crates, paper in rolls and top-heavy machinery.

New cleats are also adapted for multiple loads and stop-off cars. This feature should make the cleats especially attractive to shippers of package freight in car loads. Of equal importance with the efficiency of the cleats are their ECONOMY. This not only includes cost of materials compared to present methods, but also the LABOR COST of installation.

Besides the new side wall cleats being introduced, National Dunnage line includes over thirty other cleats designed for wire rope shipped on reels, heavy machinery, vehicles and other hard-to-hold products.

The new cleats are manufactured in sizes for use with cross bar members as: 2" x 4", 2" x 6", 2" x 8", 4" x 4", 1/4", 1/8", 1/2" and heavier or lighter cross bar bracing.

For more information write National Dunnage Co., P.O. Box 4664, Dallas, Texas.

New Briggs fitting acclaimed

Detroit—The new and attractive TRUART Wall Surface Bath and Shower fitting, especially designed for solder-joint copper tube installations, placed on the market last month by Briggs Manufacturing Co., Plumbing Ware Division here, has already received high acclaim from coast to coast.

Officials of Briggs Beautyware Brass Plant announce an unexpected demand for the new fitting is forcing them to double production schedules on this new item.

Said to be one of the simplest high grade tub and shower fittings yet devised, it is sold as a unit complete with roughing and

finishing nipples, hot and cold valves on 6-inch centers, automatic diverter valve in spout, Everkleer self-cleaning shower head with ball joint, shower arm and flange.

Only known and accepted engineering principles are embodied in the mechanical design of this fitting. The simplicity of roughing in and ease of installation and the compact, attractive design of the item also account for the rapid popularity of it. The valve body is connected in the time required to make three solder joints. The "Finish" need not go to the job until the bathroom wall is completed. No temporary roughing nipples are used. Roughing nipples are the finishing nipples and are permanent. After the wall has been completed, nipples are adjusted by saw cuts to take the Finish. This adjustability eliminates need for special parts regardless of differences in depths of partitions or variations in thicknesses of walls.

Complete fitting, known to the trade as #T-8005, may be removed and replaced within a few minutes without breaking into or defacing the wall. No wall access panel is needed with this fitting. Exposed valves on the face of wall eliminates the hazards of leaks within the wall.

One of the first to utilize the new TRUART Wall Surface Bath and Shower fitting produced by Briggs Manufacturing Company, and to realize untold economies was Levitt & Sons, Inc., Levittown, Long Island, nationally famous as the world's largest builder.

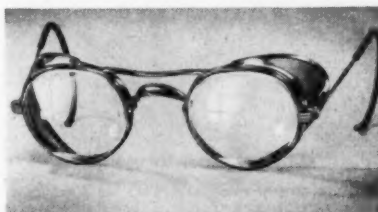
Please mention MANAGE Magazine.

New AO goggles

Southbridge, Mass.—Two new completely revised and improved series of safety goggles—the 7000 and 3081 series—are announced by American Optical Company, here.

The 7000 series Metal Safety Goggles provide maximum eye protection with rugged construction, rigid saddle bridge and reinforcing bar for extra strength.

Temples now have brown tubing which cannot discolor and will outlast the life of the temple. Temple and endpiece screws are new Evertite construction with countersunk,



Two new improved series of safety goggles . . . by American Optical.

non-snagging heads. Wide bearing surfaces minimize temple drop.

Eyewires are now flat instead of round and have attractive beading. Eyewire bar is also engraved and the flange that holds the side shields, which are optional, has been reduced and given rolled edges.

An outstanding new feature allows lenses to be replaced without removing side shields.

The 3081 series has same sturdy construction as 7000 series, is improved with same new design features.

Bridge and reinforcing bar are covered with a soft leather guard to protect wearer against heat or cold, foreign bodies, stray light. Side shields of soft leather provide comfortable protection against heat and cold, flying particles, light. Side shields are permanently attached to rolled edge, binder type, one-piece eyewire. This allows lenses to be replaced without removing side shields.

Both goggles can be obtained with clear or Calobar, regular or 6 curve Super Armor-plate lenses.

Lift trucks for fragile loads

Chicago—The illustration shows a rack load of green concrete block being moved on a Barrett Spring Frame Lift Truck. Green concrete is one of those materials which will not stand jolts, and if it gets rough treatment on the necessary movement from machines to curing room, costly damage may result.

Barrett Spring Frame Lift Trucks were pioneered and developed for handling fragile



Moving rack load of green concrete block from machine to curing room on a Barrett spring frame lift truck . . . for safe handling of fragile materials.

materials, such as pottery, cores, glass, delicate instruments, explosives, concrete block.

Carrying frame is mounted on eight heavy coil springs; is full floating and not connected to the main frame except by those springs. Jolts and jars are not transmitted through frame to load, which is further cushioned by truck's rubber-tired wheels.

Model RKL Spring Frame Lift Truck pictured handles loads up to 3500 pounds, yet automatic operation makes it speedy and easy to use. No foot pedals or hand levers to engage. Operator merely runs truck under the skid or rack, and lifts load with a single stroke of handle. Standard lift of this truck is 2 3/4". Even when heavily loaded, the truck is easily pushed along on its Hyatt bearing equipped wheels. At destination load is gently lowered by hydraulic check.

The Barrett Power Ox, which lifts and travels electrically, is also a spring frame unit, suitable for fragile as well as heavy loads. It is available in capacities of 4000 and 6000 pounds.

Bulletin CP 478 on spring frame lift trucks will be mailed on request by Barrett-Cravens Co., 4609 S. Western Blvd., Chicago.

Please mention MANAGE Magazine.

New link chain Pul-Lift . . . by Yale & Towne.



Portable device for hoisting, pulling

Philadelphia—A new link chain model Pul-Lift, a portable device for hoisting or pulling, has been announced by Philadelphia Division of Yale & Towne Manufacturing Co. With the use of link chain, the applications of the Pul-Lift are now multiplied to include thousands of new maintenance and production jobs in small plants, large plants, garages, construction projects, utilities, refineries, quarries, machine shops. Work positioning, hoisting, stretching trolleys, telephone wire and even cables are just a few suggested items.

The Pul-Lift is as simple to operate as a wrench and its light weight construction makes it almost as easy to carry to the job. At any point of the lifting action, load is safely supported by a positive, self-actuating load brake.

The Pul-Lift, like all Yale hoists, has safety top and bottom hooks that open slowly without fracture when overloaded. The bottom hook is ball bearing mounted for swiveling.

The link chain Pul-Lift is available in ¾, 1½, and 3 ton capacities from the Philadelphia Division of the Yale & Towne Manufacturing Co., 11000 Roosevelt Blvd., Philadelphia 15, Pa.

Punch press handles up to 48" sheet sizes

Oakland, Cal.—Rotex introduces a needed improvement in punch press design with the 24"-throat "MODEL 18B" designed to handle sheet material up to 48 inches wide.

The rotary turret—a SECOND exclusive ROTEX feature—permits the operator to locate any one of 18 desired punch sizes

almost instantly. The turret rotates to the wanted punch size, locks in position automatically.

No time is lost in setting up—machines are always ready to operate. 18 punch stations can be furnished on the standard ROTEX Punch Press turret in 5/64" to 2" sizes and these operate efficiently on cardboard, fibreboard, plastic or sheet iron up to 10 gauge thickness.

Since dies and punches are accurately pre-aligned, ROTEX insures a mechanically precise and perfect job without manual adjustments.

Independent rotation of turret and die plate increases versatility of the ROTEX Punch Press however, and a safety lock prevents damage to the work, punches or dies if machine is not properly aligned.

Pricewise ROTEX scores again! Dollar for dollar, ROTEX claims to give the user a larger choice of punch sizes—and more numerous punch stations on their standard turret—than is found on other punch presses.

Present users include North American Aviation, Fisher Body, Chesapeake & Ohio Railroad, the University of California Atomic Research Laboratory.

For engineering specifications on ROTEX three principal models, write direct to ROTEX PUNCH COMPANY, 4726 E. 12th Street, Oakland, Cal.

For lift truck gases

Wayne, Pa.—To solve the problem of obnoxious gases from gasoline-powered lift trucks, Oxy-Catalyst Manufacturing Co. here has introduced the OCM Catalytic Exhaust.

Installed like any standard exhaust, the OCM Exhaust renders exhaust gases non-poisonous and odorless, thus eliminating one of the major hazards in gas fork lift truck operations.

This is accomplished by a catalyst (a reacting agent) built into the sturdy OCM Exhaust. It is the development of Eugene J. Houdry, pioneer inventor in the field of catalytic research.

Tested and proven for long life on gasoline fork and lift trucks, the OCM Exhaust can be adapted to any type lift truck and is easily installed in place of the standard muffler requiring approximately the same amount of space. It weighs approximately 25 to 30 pounds, is supplied with the necessary supports and brackets. Write the Company at 115 So. Conestoga Rd., Wayne, Pa.

New Howard motor

Racine, Wis.—The Cyclohm Motor Corporation Division of Howard Industries Inc., announces their new fractional H.P. motor model 2900 now being manufactured as a

2-speed Hysteresis motor for use in tape recording applications. Model 2900 is also available as Non-Synchronous Capacitor Motors and Torque Motor with high resistance rotors.

Model 2900 is rated 1/100 to 1/15 h.p. It is now in use powering blowers for electronic equipment, advertising displays, telegraph switching equipment, vending machines, tape pullers for automatic code equipment, etc.

For full information and literature write Howard Industries, Inc., Racine, Wis.

Portable photo copier

Woodbridge, Conn.—A portable photocopy, which will copy 9" x 14" legal-size documents and curved, tightly bound pages is now available. Makes copies in seconds, wherever items-to-be-copied are available, and at a cost of only 7¢ per page. Saves inconvenience of sending out valuable papers or books to have their contents photostated. The new Legal Model is the second in a line of portable "Contoura" Photo-Copies developed by F. G. Ludwig Associates of Woodbridge, Conn., where inquiries should be directed.

Automatic pallet loading machine by Alvey

St. Louis, Mo.—A machine to supplement its package handling conveyor systems has just been announced by Alvey Conveyor Mfg. Co., St. Louis. It is the new Alvey Pallet-Loading Machine. This machine takes packages from conveyor lines, stacks them automatically in predetermined arrangement and interlocking layers for a study pallet load.

In announcing this new development, R. R. Worrall (vice president at Alvey) said:

"A machine that takes packages from conveyors and loads them automatically on pallets for warehousing or shipping is such an essential complement to conveyors that the new pallet loader was but a natural development by Alvey engineers. With its use, hand piling can be eliminated. This will release valuable manpower for more essential work in plants. Material handling will be done with less manual effort and with a definite saving in time and costs."

The Alvey Pallet-Loading Machine is almost completely automatic. Selection of package arrangement pattern is accomplished by push buttons. Thirty packages per minute can be handled by it. The capacity is influenced by the number of tiers per pallet. Increasing the number of tiers per pallet increases the capacity handled in packages per minute.

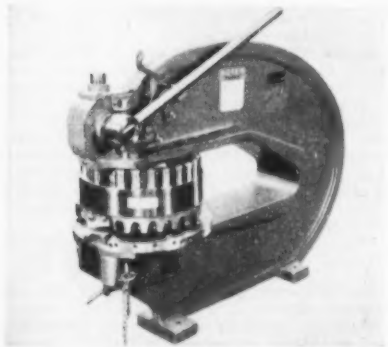
Empty pallets from the pallet magazine are conveyed as needed to the pallet loading area. A hoist carries the pallet to the top of the loader to receive a layer of packages which rest on an apron. The apron is withdrawn from beneath the packages to deposit them on the pallet beneath. The hoist then lowers the layer sufficiently to receive the second layer. As the hoist lowers, the pallet is rotated 180 degrees, so that successive layers of packages are interlocked, resulting in a more stable pallet load.

When the last layer is deposited, controls automatically start a conveyor that removes the loaded pallet from the machine. Simultaneously, the next empty pallet from the magazine is moved into position.

Your windows are showing?

Cleveland—A new way to solve the problem of cleaning dirty windows in factories, foundries and mills has been introduced by The Osborn Manufacturing Company, 5401 Hamilton Avenue, Cleveland.

Mounted on portable tools operating at



Rotex punch press handles up to 48-inch sheet sizes.

3,450 revolutions per minute, or more, Osborn wire brushes can do a job that cannot be done with soap or water, detergents or acids.

Brushes, from an Osborn Disc Center Section, 6 inches in diameter with .016 wire fill, down to small Osborn Ringlock Sections 1½ inches in diameter, can be used for this operation depending on the type of window frame.

With very little work, at very low cost, windows can now be cleaned of ancient grit and grime. Not only is there a savings in electricity, but the workers morale is increased.



Typical installation of Edison TeleVoice Stations for remote control dictation—man in foreground shown dictating at one of the TeleVoice Stations in the department. A modified telephone instrument, the TeleVoice Station provides the dictator with all control he needs for actual dictation—start and stop, recording corrections, listening back—and automatically records the length of dictation on hanging up.

Dictator invades secretariat?

West Orange, N. J.—In a revolutionary approach to handling business correspondence, Thomas A. Edison, Inc., has developed a new system of "remote control" dictation. This "TeleVoice System" consists of from one to 20 modified telephones directly connected to a central recording instrument located near the secretary.

The recording instrument (TeleVocewriter) records the dictation received on plastic discs. Transcription is accomplished with standard Edison Disc Secretarial Unit.

TeleVoice Stations (phone extensions) can be located any distance from TeleVocewriter. Each Station gives the dictator every one of the services he needs to dictate easily and accurately, including a means of listening back to what he has said and the facility for recording corrections.

Unlike individual dictating machines, dictator has only those functions to perform which are a direct part of actual dictation. The secretary takes care of changing the discs and index slips. Since the work is delivered to her by direct wire, her flow of work is even, messenger services are minimized.

Provision is made in the system for eliminating conflict between dictators who might wish to use it simultaneously. Because only dictators with a low volume of letter writing are put on the TeleVoice System, chances of finding the "line in use" are only one in four and even then there is only a one minute wait, according to the Company, because the average letter is only 120 words long. The Company states that the vast majority of those who dictate are

"low volume dictators". A positive warning signal in the form of a small red light on each phone goes on when the system is being used, making it unnecessary to pick up the receiver and listen to find out if all is clear.

Heavy volume dictators or those doing confidential work are normally given individual Disc Edison Vocewriter recording instruments, which record on the same disc records as the TeleVocewriter.

The result, according to the Company, is the first completely integrated system for business dictation—a dictating system that because of its low cost (only half that of individual machines), makes possible instrument dictation service to every letter or memo writer even though his daily output may be very small.

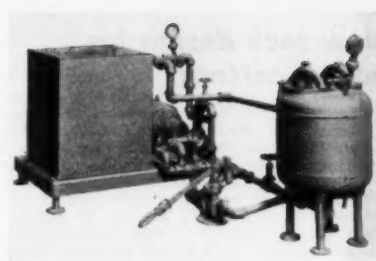
Five years' of research and trial installations have proved the TeleVoice System the fastest and most economical letter writing system ever devised.

In announcing the Edison TeleVoice System for "remote control" dictation, Henry G. Riter, 3rd President of Thomas A. Edison Inc., predicted that within the foreseeable future, perhaps the next 10 to 20 years, shorthand will become a lost art.

For sealing pressure castings

Sycamore, Ill.—A new piece of impregnating equipment for sealing pressure castings rejected because of porosity has been announced by the Tinch Products Company here. This unit has been designed for the smaller foundries and manufacturers to solve "leaker" problems in small parts and castings.

The Process is simple, effective and economical. The equipment is complete, requires



Impregnating equipment to seal parts and castings rejected because of porosity . . . by Tinch Products Co.

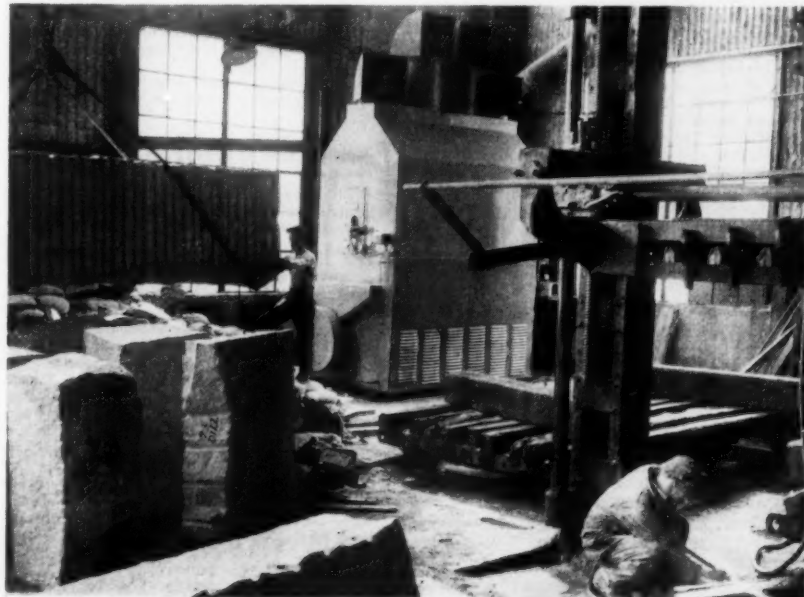
no expensive plant alterations. No skill is required for operation. Labor and material costs for impregnating parts of castings run as low as ¾¢ per pound.

A part or casting once sealed is pressure tight for the life of the part. An impregnated casting will withstand any pressure, temperature and chemical condition that the part was designed for.

All metals, both ferrous and non-ferrous, may be sealed by the Tinch Process, either before or after machining. Once an impregnated part has been washed in cold water, no evidence of the impregnation remains except that it is pressure tight.

The Sealant is non-flammable, non-toxic and non-injurious to the skin. No dangerous solvents are necessary. No baking or curing process is required other than a 24-hour setting period.

For more information write Tinch Products Company, 822 Borden Ave., Sycamore, Ill.



NEW ENGLAND HEATING PROBLEM SOLVED—Working with wet granite in Vermont winters is a production problem at Rock of Ages Corp. plant in Barre, Vt. All previous attempts to keep the plant warm during winter (temperatures may go to 30 below) had failed. To lick this problem, transite walls of the plant were insulated with ¾-inch asbestos fibre and three new direct-fired space heaters, fueled with oil, were installed to supplant another system. The heaters, a development of Dravo Corp., Pittsburgh, keep warm air circulating in working zone, reduce heat losses through the 35-foot high roof. Constant circulation of warm air over the 15,600 sq. ft. of floor space cut down dampness from water used in cutting and polishing granite. Since the new system was installed, according to Robert A. Diak, plant manager, absenteeism due to colds has been reduced. One of the Dravo "Counterflo" heaters used at the plant is shown above. The three self-contained heaters have a total output of 3,750,000 BTU per hour.

New rack design for boxes, cartons

Chicago — Bradford Dyeing Association, Westerly, R. I., old line dyers and finishers of cotton and rayon fabrics, were faced with a problem common to the textile and many other industries. Bradford's responsibility to their customers includes storage and careful handling of boxes and cartons of finished cloth, which must be readily available for quick shipment. In the past Bradford stored these boxes in piles, one on top of another, so that to remove one from the bottom, six had to be taken from the top.



New rack design for boxes, cartons . . . by Unistrut Products Co.

To solve this problem Bradford and Unistrut engineers developed a cantilever rack consisting of an H-frame section 14½' high with adjustable arms 30" long, each pair of which accommodates a 1000 pound load. With seven pairs of arms per side, each section supports 14,000 pounds. This type rack enables the fork lift truck to place the boxes and cartons directly on the arms, eliminating the need for pallets, and permitting rapid and direct selection of any particular box without disturbing other merchandise. Arms are adjustable, up or down, by loosening just one bolt.

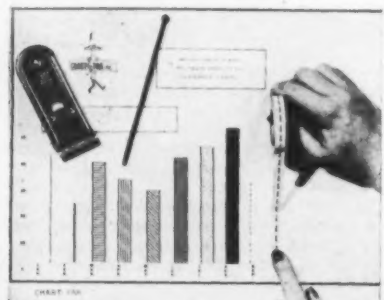
These racks, built of Unistrut all-purpose metal framing, permit Bradford to stack more goods, use less floor space, achieve individual selection of boxes and cartons, and eliminate the use of pallets.

For full data write Unistrut Products Co., 1013 W. Washington St., Chicago 7.

Simplified chart making

Stamford, Conn. — Use of prefabricated "draftsman drawn" Chart-Pak products eliminates much of the drudgery in drafting. Nor do you have to call in a draftsman to chart your statistical and personnel data.

Equipped with Chart-Pak, your secretary or



almost any of your office personnel, can make and keep up-to-date your charts easily and quickly. New handy method consists of plastic board with grid lines in non-photographic blue, necessary tape for bars to show comparisons, rectangular boxes for organization and flow process charts. For continued use, the completed chart can be photo-offset or photostated, acetate gummed tapes peeled off, and a new chart made on the board from the rolls of tape provided. Tapes and rectangles come in a kit with tape-knife and cleaner. Corrections and changes can be made simply by removing the bar or rectangle in question and replacing it.

Made by Chart-Pak, Inc., Dept. 12, 104 Lincoln Avenue, Stamford, Conn.

Please mention **MANAGE Magazine**.

New universal conveyor model

Brimfield, Ind.—Industrial Engineering & Mfg. Co., here, manufacturer of Universal industrial conveyors and expanded metal floor trucks, has added a new conveyor model to its present standard line. Identified as 100-U, it is only five feet in length—is designed for a wide range of applications where use of a smaller conveyor unit is considered more practical.

Model 100-U is equipped with an 8-inch neoprene-impregnated belt with flights 1½" in height spaced on 18" centers. (Available without flights if desired.) Belt speed: approximately 125 f.p.m. Take-up mechanism provides for ample belt adjustment. Pulleys equipped with permanently lubricated, sealed ball bearings.

Powered by 1/12 h.p. motor mounted inside conveyor channel. Removable louvered panel provides access to motor for maintenance. Thermal switch is located on side of channel to which is attached 15' of 14-2 r.c. wire. Side rails, which extend full length of conveyor, may be readily removed when conveyor is used for handling cartons, bulky materials.

Model is shipped complete, ready for operation. Literature is available on request.

For Your Information

CONDENSER CIRCULATORS, in standard sizes to 100,000 G.P.M., and in special sizes to 200,000 G.P.M. are illustrated, described in new Catalog No. G-1050—"Circulators by Economy"—by **Economy Pumps, Inc., Divn. of Hamilton-Thomas Corp.** Hamilton, Ohio. Designed for power station service, the pumps are vertical, mixed-flow units of large capacity and low head . . .

AIR FORCE CATALOGS listing items Air Force is buying will now be distributed by the **Chicago AF Procurement Field Office**, Information for Bid Room, 1660 E. Hyde Park Blvd., Chicago 15. Catalogues require only that manufacturers circle the type of item he wishes to bid on. Manufacturer returns them to Wright-Patterson Air Force Base, Dayton, where firms are placed on the bidders' list . . .

How to get the most out of the timetudy dollar is a problem that Phil Carroll's latest book **HOW TO CHART TIMESTUDY DATA** (McGraw-Hill—\$5) helps to solve. He's author of "Timetudy For Cost Control" and "Timetudy Fundamentals for Foremen", also many published papers. Contact **McGraw-Hill Book Information Service**, 327 W. 41st St., New York 18, N. Y. . . .

Bulletin A-601 gives full information about that new Dodge **SLIDE-SET VISE** (new development in machinists vises). Shows photos and drawings of the vise which eliminates "handle spinning" and "blood blisters." Write **Dodge Manufacturing Co.**, Mishawaka, Ind. . . .

Please mention **MANAGE Magazine**.

Write to **Logansport Machine Co., Inc.**, Logansport, Ind., for new catalog No. 200,

Section 2 on **ROTOCAST HYDRAULIC CYLINDERS** (designed for operating pressures up to 1500 p.s.i.). Contains ample technical and engineering data to determine size and type needed—photos, drawings, tables. . . .

Those having to deal with liquids or gases under pressure will be interested in Cash-Acme's latests "Condensed Catalog, Bulletin #299." Describes a cross section of their **VALVES** for industry (and private homes). Write **A. W. Cash Mfg. Corp.**, 666 E. Wabash Ave., Decatur, Ill. . . .

Please mention **MANAGE Magazine**.

For comprehensive set of bulletins on **FLOOR TREATMENT AND MAINTENANCE**, contact **Multi-Clean Products, Inc.**, 2277 Ford Parkway, St. Paul 1, Minn. Ask for their "Floors A.I.A. File 25G". . . .

"The Role of Die Castings in Automatic Transmissions" is the subject of a new technical folder issued by **Dochler-Jarvis Corp.**, 386 Fourth Ave., New York 16, N. Y.

Please mention **MANAGE Magazine**.

We have the brains to prepare the defense of our country. We have the money, we have the inventions, we have the materials—but we also have the incredible confusion.—*Henry Taylor.*

Cover

THROUGHOUT the world, the name "Joy Manufacturing Company" is synonymous with the mining industry. "Joy" has received national recognition for the development of their Continuous Miner. The benefits of this revolutionary change in mining methods will be shared by labor, industry and consumer alike. One of the leading executives of the company, A. R. Kessell, works manager of the Michigan City, Indiana plant, has long been an ardent promoter of the principles of the National Association of Foremen. His adherence to the principles, we are told, has played a major part in his rise to a responsible executive position.

Mr. Kessell has been with the Joy Manufacturing Company 35 years, starting as a pattern shop helper in 1915 and later becoming an apprentice pattern maker, learning his trade under his father, Charles Kessell, who at that time was pattern shop foreman.

His continuous service was interrupted during World War I, when he served two years with the armed forces. Returning to the organization in 1919, he continued working in patternmaking and in 1924 was placed in charge of the pattern shop and casting procurement. In this capacity, Mr. Kessell gained extensive experience in the foundry field—is still frequently called upon where complex problems arise.

In 1937 he became assistant shop superintendent and two years later became shop superintendent. He served in this capacity until 1945 when he was promoted to works manager.

This excellent background as worker, foreman, executive has endowed Mr. Kessell with an unusual understanding of the problems encountered in industry today. His guidance and personal interest have resulted in the Joy Manufacturing Company's Management Club being recognized as one of the top clubs in the middlewest. He was instrumental in organizing the Michigan City Management Forum which has played an important part in industrial and civic affairs. His enthusiasm, foresight and advice have been invaluable and have enabled the Management Clubs to carry on a varied and extensive program in education as well as in community and employee relations.



Aren't You Grown-ups Ashamed?

I

There is no use pretending you don't see me.

You just sit still and listen.

I'm not very smart yet, but I'm smart enough to see what you are doing to the country in which I must grow up and support my family.

When I do that, will I be allowed to be myself, or will I be a social security number in a government file?

When I get sick, whose doctor can I go to, *my* doctor or the government doctor?

When I go to school, who is going to decide what I learn, my mother and father or a government bureau?

When I am able to afford a house, will I be able to build one just as good as I can make it, or will it be a government-built house, worth only part of what the government taxed me for housing?

When I go to work, will I be able to pick my own job, or will I have to get a work permit from the government and take whatever job they give me?

And if I have criticized the government, will I *get* a work permit?

II

What makes you think it would be "bad" for me to have to make my way in competition with others?

If I work a little harder, or better, or get lucky, will I be able to keep any more of what I earn than the other fellow who didn't work as hard, or as well, or get as lucky?

This luck business is important: In your heart you know that in the game of life there has to be a jackpot, or the game won't be played very hard.

Where did you get the cockeyed idea that the man who earns *twice as much* should be taxed *four times as much*?

(I know where you got it: right out of Marx.)

When did you get this idea that government can take care of everybody?

You know you can't get something for nothing; yet you pretend that people in Washington can give you things without first taking them away from you.

Don't try to blame the people in politics: They are simply doing *what you want them to do*.

Naturally they favor the things you favor because getting elected is their business.

They would change overnight if *you* would.

And don't get the idea that they respect you for being saps: Only a fool can be sold a ride on his own horse.

And that is exactly what is happening when you vote yourself "security" by giving the government more and more so the government can give you some of it back.

I'd rather risk having to stand on a breadline a few times than spend my life standing on line for government handouts.

III

And you men who run labor unions: You know darn well that unearned wage increases are stage money.

And how about you folks who manage America's business; don't you know any better, and can't you do something about it?

Even *I* know that you can't expect prosperity when everybody is getting more money for producing fewer things.

Have you forgotten that the only reason Americans produce so much more and live so much better and easier is the whoppy supply of tools of production that people used to be willing to save for in the days when profit was not a nasty word?

At the rate you are now going, the private property system will fall apart, and the tools will fall apart with it: Then goodbye America—and *me*!

What's wrong with the idea of paying people fairly for the use of the tools bought with their savings? The tools do most of the work.

I don't quite know what you mean by the word "conservative," but if it means what I think it means, *that's me*!

If there were any other place in the world where government wouldn't plan my life for me even more so, it wouldn't be so bad, but America is the only place left—and look what you are doing to it.

Aren't you ashamed!!!



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